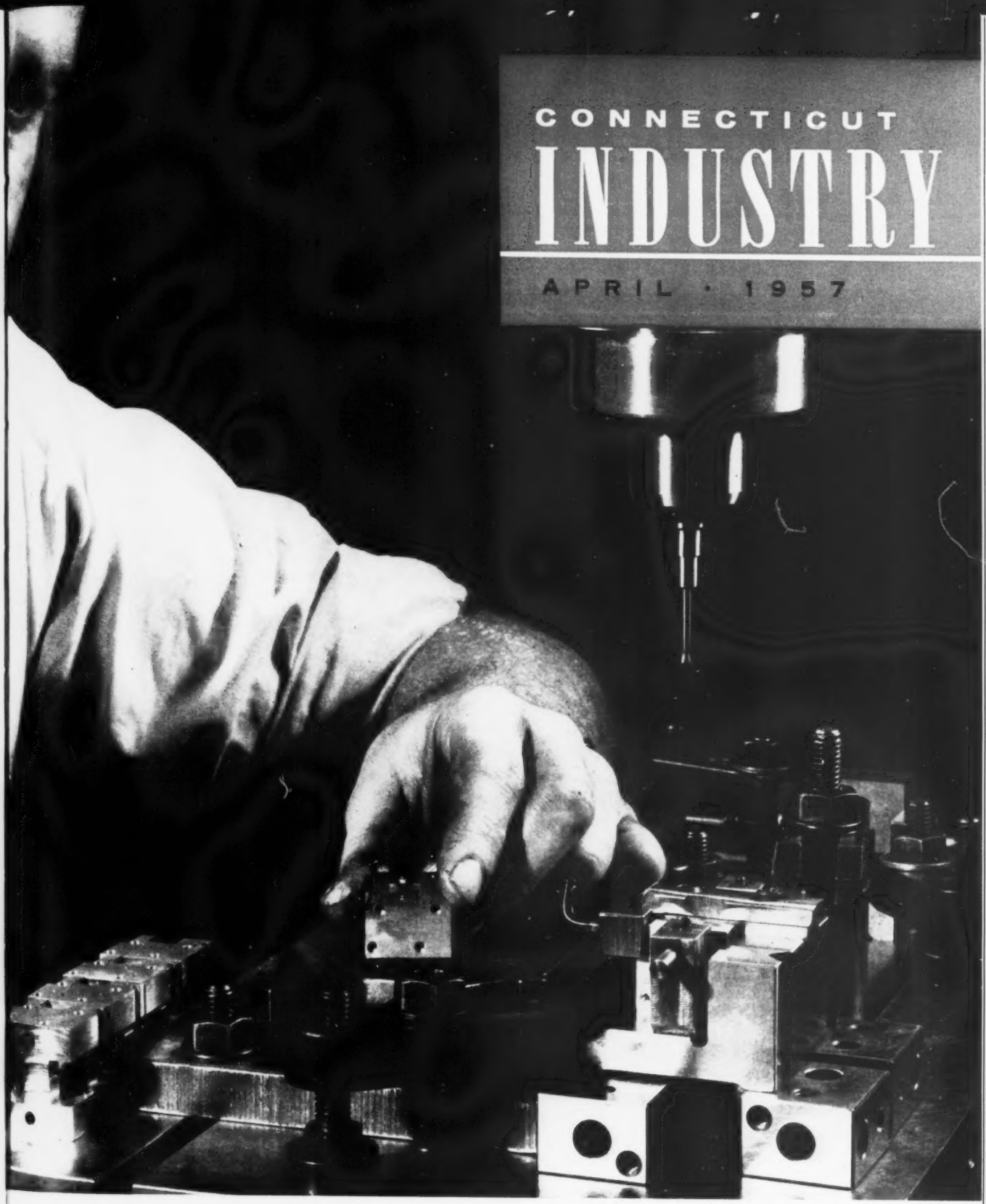
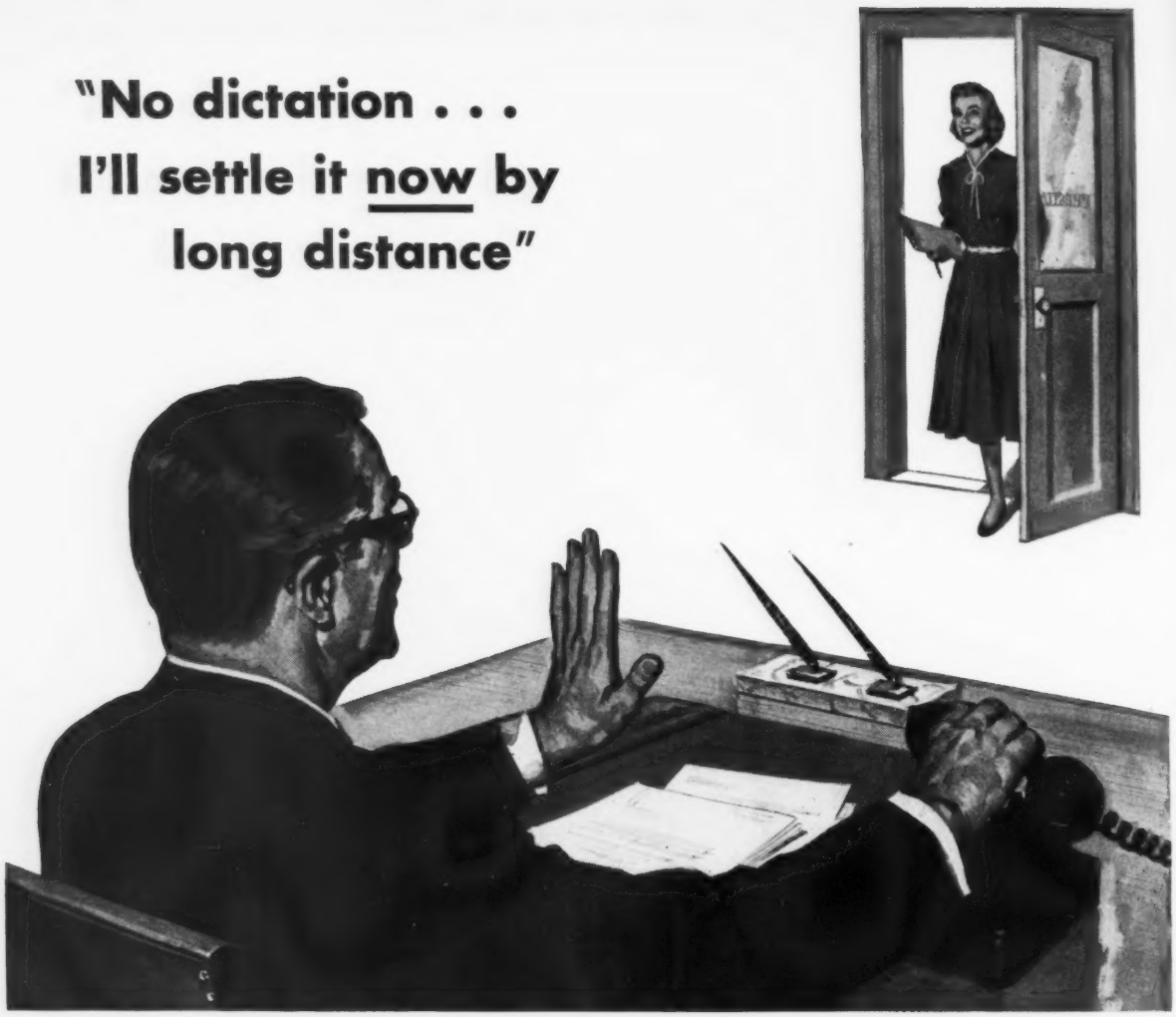


CONNECTICUT
INDUSTRY
APRIL · 1957

BRAIN CELLS BY THE THOUSANDS

"No dictation . . . I'll settle it now by long distance"



You're there *in seconds* by Long Distance. One call can accomplish more than a whole stack of letters sent back and forth. No waiting for an answer — you get things settled for sure. And Long Distance is the most friendly, personal way to do business.

You can profit from Long Distance in almost every phase of your operations — selling, purchasing, expediting deliveries, checking credit, handling complaints. A quick look at some sample rates will show you how thrifty it is. Why not put Long Distance to work every day?

DAYTIME Long Distance Rates Are Low

Here are some examples:

Hartford to Detroit, Mich.	$1.30
Bridgeport to Atlanta, Ga.	1.50
New Haven to Albany, N. Y.	.55
Stamford to Boston, Mass.	.70
Waterbury to Chicago, Ill.	1.50
Hartford to Newark, N. J.	.60
Bridgeport to Los Angeles, Cal.	2.50
New Haven to Houston, Tex.	2.05
Waterbury to Louisville, Ky.	1.50

These are the DAYTIME rates for Station calls for the first three minutes. They do not include 10% Federal Tax.

THE SOUTHERN NEW ENGLAND Telephone COMPANY

CONNECTICUT
INDUSTRY

APRIL · 1957
VOLUME 35 NUMBER 4

THIS MONTH'S cover shows an operator at Arrow Tool Company, Inc., Wethersfield, changing workpieces between operations on read and write head housings on a jig boring machine. In each piece eight holes with diameters ranging from .062-inch to .1024-inch are bored to close tolerances.

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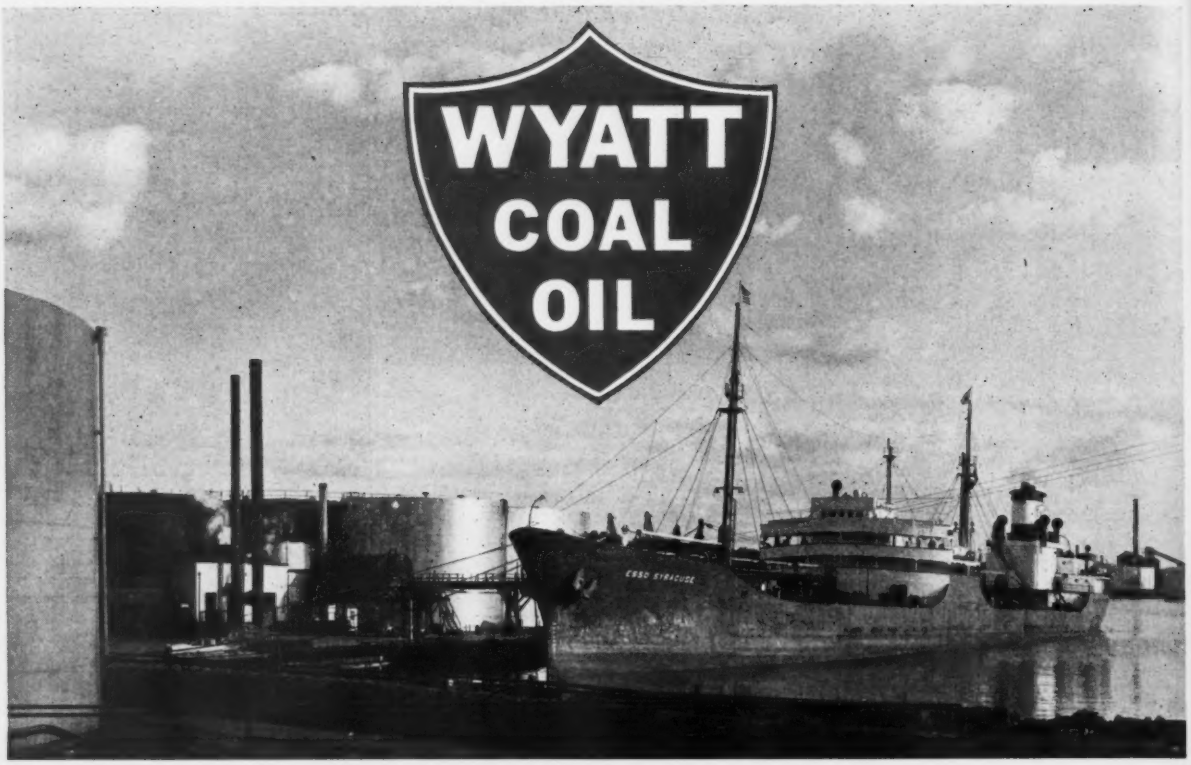

A RECENT ESSO TANKER ARRIVAL AT WYATT'S NEW HAVEN TERMINAL

The "Esso Syracuse" is 547 feet long, has a 70 foot beam and draws 30 feet of water. It took 5 days for the 1820 mile trip from Aruba, N.W.I. to New Haven and its average speed was approximately 15 knots. This tanker discharged 5,000,000 gallons of Bunker "C" on this trip.

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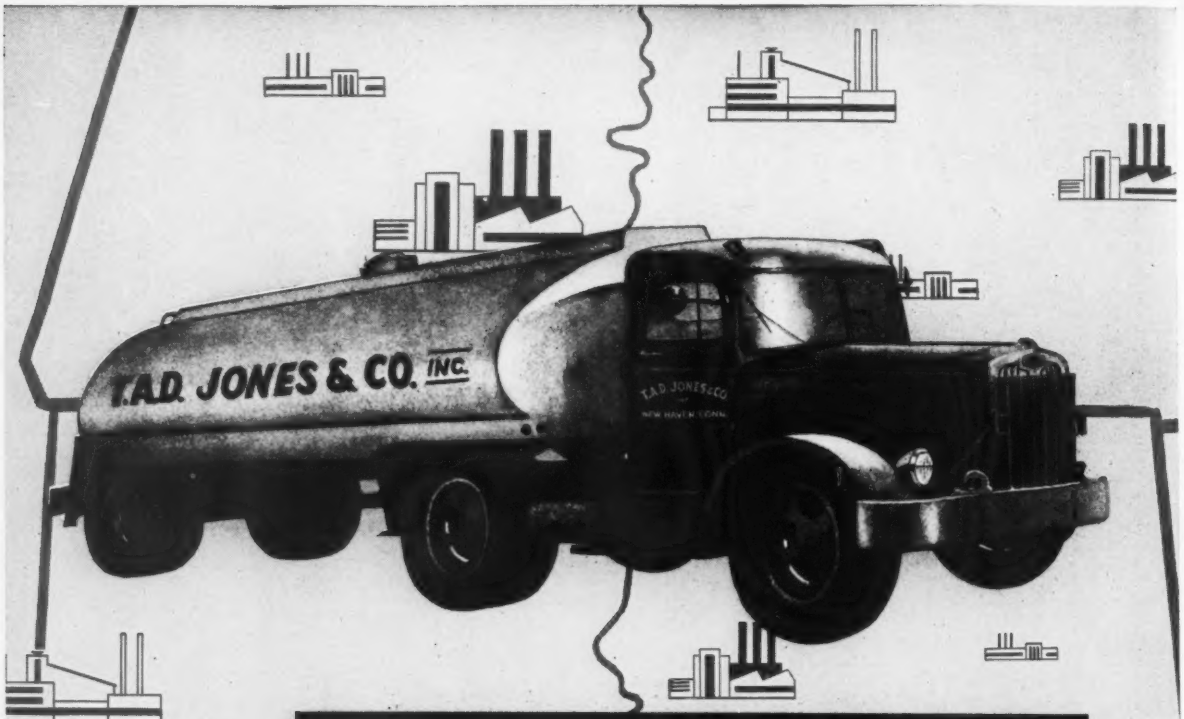

ALL OVER THE MAP!

For thirty years, T.A.D. Jones delivery-trucks have been rolling over the highways of Connecticut and Massachusetts, bringing a prompt and dependable fuel-service to the tanks and bunkers of southern New England's industry. While not so conspicuously marked as to source, the volume of our barge- and rail-deliveries has been equally important to this area.

After nearly a generation of such usefulness, T.A.D. JONES & COMPANY is naturally equipped to maintain and enhance its name for serviceability. Today our bulk storage of Bunker "C" Fuel Oil, Bituminous and Anthracite is among the most extensive in New England, like our facilities for delivery. ...And they are all as *handy to you as your telephone!*

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The Shortage and the Shuffle

By H. M. DAY, *President**

Norma-Hoffmann Bearings Corporation, Stamford

■ THERE is currently much ado about the shortage of engineers and scientists. It is apparently futile to consider that this dearth may not be real in the sense that man needs this proportion of his total activity directed toward the analysis of Nature's innermost secrets, or the synthesis of components into myriad complex devices to do what heretofore has been impossible.

Rather more important than the need to fully understand the physical universe is the need to understand man who seeks to utilize, control or dominate it. This latter need is not likely to be well met by focusing our entire attention on engineering and the physical sciences.

However, let us assume, perhaps in laziness, cowardice or self-interest, that our way of life must be preserved by a prodigious scientific effort for defense; that our best offense is to help the rest of the world to a better standard of living through technological improvement, and that both of the foregoing depend on a vigorous economy, again dependent upon vastly increased productivity through automation and a host of new and more desirable products. This assumption leads us undeniably to the conclusion that we are woefully short of scientists and engineers. What are we doing about it?

One of the most depressing things we are doing about it is to spend fat sums of money and an untold amount of time and effort trying to move technical people from one critical job to another. Every leading newspaper devotes page after page to gaudy advertisements offering everything it seems to the reluctant job changer but the president's desk and a palace. Nor do they trust the advertising section. Every type is catered to. Space is craftily secured in the sports section, business section, and in countless publications ranging from FORTUNE to alumni magazines, to sports programs to the pulp magazines.

The "systems" approach to military procurement has probably helped give rise to this phenomenon, and for the most part, larger companies or those companies dealing largely in major government contracts, are responsible for this intense battle for brains.

Needless to say it is most difficult for smaller business to compete in this bidders' market. It is hard to retain, much less to obtain, technical manpower. And yet, the very theory of "systems" procurement demands an array of competent subcontractors available to the primes. If it is difficult for the small and medium sized business to compete, think of the incredible task the military and other government agencies face in maintaining their technical proficiency. And yet we expect and devoutly hope that they will administer these programs effectively and efficiently.

We have spoken of the advertising cost of trying to move a man from one spot to another. Think of the time and travel spent in interviewing, in travel to evaluate, and in actual cost of moving. Think of the broken continuity in the company left, and the reorientation cost on the new job—and the fact that many companies "pool" engineers, without effective current activity, against future possible needs. As a country we are wasting an enormous amount of money and are inefficiently using that asset which we admit is in shortest supply—scientific and engineering manpower.

On the positive side many encouraging things are being done. Witness the bold move by Connecticut's United Aircraft Corporation to establish a local branch of Rensselaer Polytechnic Institute to help solve United's own engineering shortage as well as the general shortage in this section of the country. This program is aimed at upgrading within the company's organization as well as providing expanded teaching facilities for the potential new employee. Many business organizations have their own formal teaching programs, and others are giving in many ways and with increasing generosity to help expand educational facilities.

Since each company shares a legacy of scientific and engineering achievement of the past, and talent of the present, each company should plan to develop technical manpower commensurate with its needs or its growth pattern for the future. Further, in the awarding of large contracts the government should examine the means whereby the technical manpower requirements will be met. Certainly on cost-plus-fixed-fee contracts the military agencies should not allow as applicable the cost of activities which siphon men from other critical jobs or which result in the depletion or rapid turnover of their own thin strength.

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* *Mr. Day, author of this month's guest editorial, holds B.S. and Ph.D. degrees from Yale University in Metallurgical Engineering and Physical Metallurgy respectively. He served five years in the Bureau of Ordnance, U. S. Navy, with the rank of Commander; as vice president of Thomas Industries, Fort Atkinson, Wisconsin and as vice president in charge of manufacturing at Ekco Products Co., of Chicago, before assuming his present position as president of Norma-Hoffmann Bearings Corporation in February 1955. He is also president and a director of Ritepoint, Inc., director of Universal American Corporation, Vulcan Iron Works, Stamford-Greenwich Manufacturers Council, Stamford YMCA and the Manufacturers Association of Connecticut, Inc.*

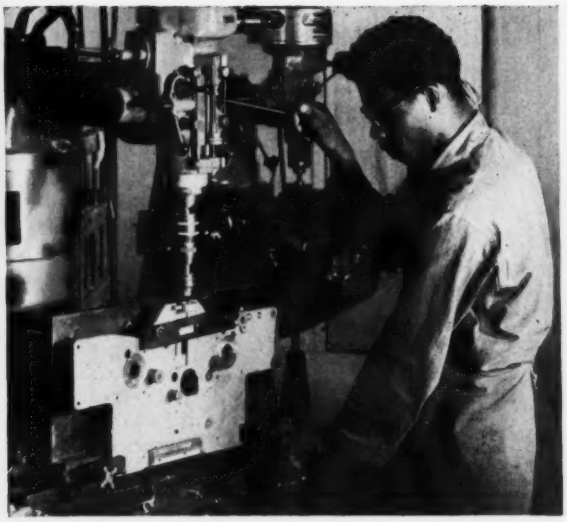
The hole pattern on a clutch mounting housing destined for use in an electronic data processing machine is being checked at Arrow Tool Company, Inc. by Al Landry, inspection foreman. There are 58 holes in the completed casting.

On this Brown & Sharpe horizontal mill, a slot is b
milled on each of four read and write housings in
pass.

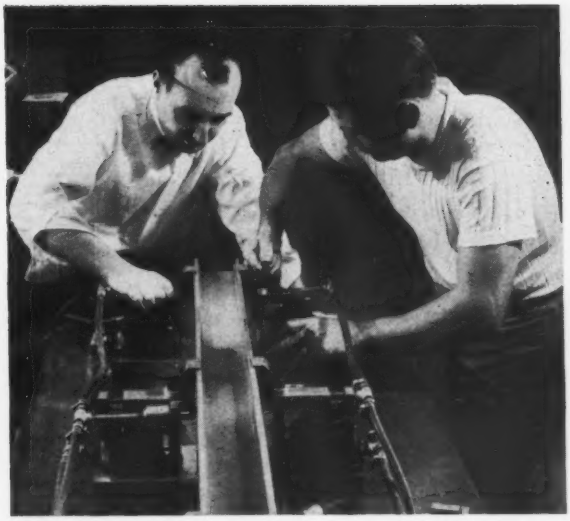
This line of equipment at Arrow is used for drilling, r
ing, tapping and other operations on a variety of
ponents.

BRAIN CELLS

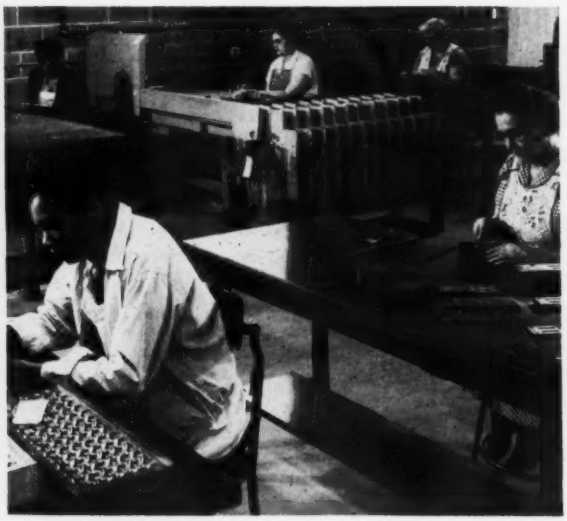
Arrow Tool Co., one of the state's small business firms, hits the target on "Electronic Brains" parts production.



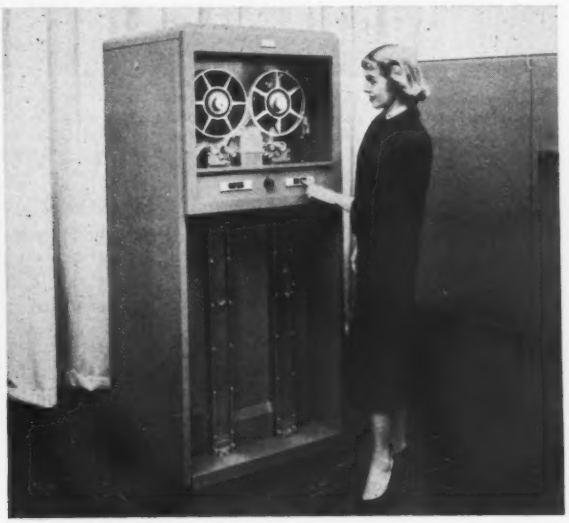
Using a special grooving tool on a Bridgeport miller this Arrow operator cuts ring grooves into the neck hole of a lower main casting.



Final adjustments are being made on a new air fixture for use in milling vacuum columns. Most special tools used are Arrow designed and built.



Deburring operations on several parts for magnetic tape units are performed by women employees at the Arrow plant in Wethersfield.



Arrow produces components and sub-assemblies for this IBM 727 Magnetic Tape Unit, used with IBM's electronic data processing machines.

L8Y THE THOUSANDS

■ AT THE recent convention of the National Tool & Die Manufacturers Association held in Hartford, Keen Johnson, a former governor of Kentucky, stressed the importance of small business firms by pointing out that half of the nation's output comes from these companies. It is small business, he declared, that makes it possible for the United States to produce nearly half of the world's goods with only 6 per cent of the world's population.

The speaker would not have had to look far for an example of a small business doing a big job. For, just a few miles away in Wethersfield, Arrow Tool Company, Inc., with fewer than 100 employees, was busy turning out large quantities of precision components and sub-assemblies for electronic data processing machines—the fabulous "electronic brains."

For several years Arrow has been active in instrument prototype and production for International Business Machines Corporation and other major manufacturers of complex business machines. For IBM, Arrow has been producing a number of components and sub-assemblies for the 727 Magnetic

Management meetings are a regular occurrence at Arrow. This one, called to work out a major design change proposal, is attended by (left to right) Dave Dewhurst, Michael Leport, Bob Walsh, President John Dewhurst and Glen Gibbons.

Tape Unit. This unit, in turn, is used for high-speed data input and output with the 700 Series Electronic Data Processing Machines and other IBM equipment. Arrow has also developed special equipment for making certain types of ultra-precise cams used in film projectors and other instruments.

To perform this type of work, Arrow has an array of high-precision production and inspection equipment manned by well-trained personnel. Jig boring machines—capable of locating and boring holes within ten-thousandths of an inch—are mainstays along with lines of milling, grinding and multiple-drilling machines. Just recently Arrow doubled its plant space, added several large grinders and other equipment, and increased its work force. Almost all of the company's major equipment has been purchased since 1952.

For one component alone—the 45-inch-long vacuum column which goes into IBM's tape unit—Arrow uses as much as 12 tons of brass extrusions monthly. Production of this part runs as high as 600 a month. These columns, two of which go into each tape unit, are milled, drilled, reamed, tapped, bored and polished to rigid specifications. Flatness and parallelism are important requirements for the proper function in the finished unit.

Arrow also produces another interesting but much smaller component for IBM—the read and write head housings. Made in pairs which are nearly mirror images of each other, these brass blocks (just over one inch long) hold the mechanism which "writes" magnetic information on tape and "reads" it from previously-written tape. They must match each other in hole alignment within .001 inch in order to maintain a high degree of accuracy in reading and writing coded magnetic information on tape.

For use in producing these and a wide variety of other components, Arrow designs and builds practically all of its own special tools, jigs, fixtures and gages. One example of Arrow's tooling ingenuity can be found in a six-spindle drill press setup on which numerous operations are performed on vacuum columns. The problem was moving the forty-pound workpiece and an eighty-pound fixture from spindle to spindle, then back again. Arrow solved this problem efficiently and economically by mounting a simple roller conveyor on the drill press table. The operator now moves the part and holding fixture from position to position with a minimum of effort.

This tooling ability "comes naturally" since the company started out as a tool and die shop in Hartford back in 1939.

Arrow was founded by Thomas Dewhurst, a tool and die maker with long experience, and his son, John D. When the elder Dewhurst died in 1945, John took over and has been president ever since. At various stages of its development and growth, Arrow has specialized in carbide tooling, die building and heavy mold work. It began to get heavily into experimental and prototype work for instrument manufacturers in 1948. The latest expansion of Arrow's modern one-story plant at 36 Mill Street in Wethersfield was accompanied by the formation of a subsidiary, Mech-tron Instrument Corporation, to produce precision electromechanical assemblies and electronic devices and cables.

Arrow's management team provides a fine balance of metal working experience and youthful vigor. President John Dewhurst, only 35, served his apprenticeship at the Underwood Corporation. One of the most popular and active members of tool and die industry organizations, he has been a trustee of the National Tool & Die Manufacturers Association since 1951 and is its current Government Relations Committee chairman. He headed the NTDMA's vital Safety Committee from its inception until last year. In addition, John has served as a director of the Central Connecticut Tool & Die Association since 1946 and is now a director of the Wethersfield Business and Civic Association.

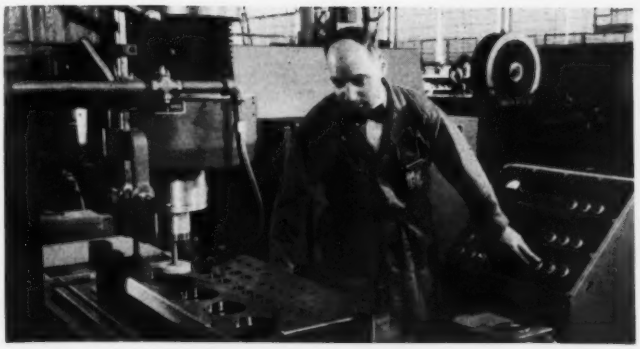
John's brother, Dave, came up through the ranks from Arrow apprentice to vice president. Glenn Gibbons, with a wide background of industry experience, capably handles the duties of shop superintendent. Likeable Bob Walsh, a former star athlete at Notre Dame and one-time New York Yankee pitcher, is sales manager. Directing the expanded engineering department is Michael Lepore.

Arrow, whose principal owners started as apprentices, is a firm believer in employee training programs. It now has a program designed to meet its growing needs for semi-skilled workers. Unskilled people are put on the payroll for five weeks of both classroom and shop work, followed by three weeks under an instructor in the Arrow plant. They are then transferred to the regular work force under the company's supervisors. The primary goal is the development of drill press and milling machine operators. Results to date have been most encouraging.

The Arrow plan is a pilot program for small manufacturing plants in the area. In cooperation with state and federal vocational education authorities, a study will be conducted for several months after the completion of the course to determine the effectiveness of the plan as a recruitment and training tool for general application to other firms.

Further evidence of Arrow's interest in apprenticeship is the fact that John Dewhurst was chairman of Connecticut's recent, highly successful Metal

(Continued on page 32)



Numerical control automatically operates this Pratt & Whitney vertical precision hole grinder. Demonstration workpiece is accurately positioned by numerical information punched into tape. Operator's control is shown on the right. (Right) President Edward P. Gillane and Vice President and Chief Engineer Jacob J. Jaeger are shown checking on last minute details of Pratt & Whitney's "numerically controlled" hole grinder before shipment.

NUMERICAL CONTROL

• • • of Jig Borers, Hole Grinders, Rotary Tables Perfected by Pratt & Whitney Company, Inc.

Digital information punched into tape (foreground) automatically operates Pratt & Whitney vertical precision hole grinder (background) built for Aircraft Engine Division of Ford Motor Company, Chicago. The operator's control panel is at the left.

THE development and perfection of a wholly new system of numerical control as applied to its line of jig borers, vertical hole grinders and rotary tables was announced simultaneously early in February with the delivery of the first of these units to the Aircraft Engine division of Ford Motor Company in Chicago, Illinois, by Pratt & Whitney Company, Inc. of West Hartford.

Designed, tested and manufactured in the large plant facilities of the 97 year old manufacturer of machine tools, Pratt & Whitney's system of numerical control makes possible automatic accurate positioning within one ten-thousandth of an inch and is said to be one of the most important new developments in the machine tool industry. Vital machine tools that formerly could be used only as toolroom equipment can now be made available for efficient volume production purposes.

Under Pratt & Whitney's numerical control system, all blueprint data needed for locating, indexing, boring and grinding is stored on punched tape and translated directly into mechanical action by the machine. The system actually feeds blueprint information directly to the machine.

Chief among the important features offered by P&W's "Numerical Control," according to company officials are:

1. Elimination of human error in reading or setting dials or verniers.
2. Ability to rapidly set all slides and verniers simultaneously.
3. Reduction of scrap losses and consequent cost reduction.
4. Increased operating speeds and efficiency.
5. Minimum setup time.
6. Constant precision since the machine is automatically controlled.
7. Fewer jigs and fixtures.
8. Faster cycle times resulting from automatic operation.

Since "Numerical Control" offers automatic programming, the high precision of jig borers, precision hole grinders and rotary tables is made available for production work. Punched tapes are easily and economically prepared, and take the place of costly and complex fixturing. Thus, automatic programming and operation become practical for short production runs and for the machining of one or two pieces with multiple holes at a minimum of operator fatigue.

With this system, it is said that operator training periods can be substantially reduced since the high skill needed for precision work is built into

(Continued on page 29)

The "knock-em-dead in one call" type of selling no longer plays a major role in our economy.

SALESMEN—

Why Don't They Do Some Real Selling?

Here in fifteen-minutes' reading time, businessmen will find a challenge and opportunity with strong implications for profits. Why is the level of selling effort so low and how can it be raised?

■ AGGRESSIVE personal selling no longer plays a major part in our economy. This statement, somewhat shocking at first glance, is one of those truths which many executives have been noticing for some time, but have hesitated to put into words. It is true up and down the line, from the clerk in the clothing store to the manufacturer's representative selling air conditioning equipment for large manufacturing plants.

How often will a salesman ask "Do you need any ties to go with that shirt you just bought?" Seldom enough so the customer looks at him with surprise —and maybe even buys an extra cravat from sheer amazement. As for industrial salesmen nowadays—too many of them think they are beaten before they start if they have no obvious technical or price advantage over their competitors.

The general attitude toward selling —on the part of salesmen, sales managers, and top executives alike—has changed from aggressiveness to apathy. Once salesmen were expected to go out and *sell*. Now their main function seems to be one of *service*. Not that service isn't important; but if it isn't coupled with some honest effort to persuade people to buy, it is bound to be slow and sluggish as a stimulant to sales.

This implies a tremendous waste—waste of dollars now being spent on selling, and waste of unrealized opportunities to pull ahead of competition. The cost of the personal selling activity, for most companies, is still the major share of distribution expenses—perhaps less spectacular than other promotional activities like advertising, but far more significant in its impact on profits.

Furthermore, with the level of selling effort so low across all business, individual companies have much to gain by trying to make their selling stronger than their competitors'. According to the experience of the small number of alert companies that have actually given attention to the problem, even a little added pressure has tremendous leverage.

Not long ago this new climate was graphically illustrated by a sales manager for a major electrical products company. It was his custom to send engineers out on customer calls, since he felt that their technical know-how in describing the equipment was his best sales tool. The product would sell itself, he thought, once its parts and potentials were fully understood by the purchaser. When asked whether the engineers were given any special sales training, he looked horrified. "Oh no," he said, "that would spoil the whole thing!"

Of course no product really sells itself in a vacuum—no customer and no salesman is that coolly rational. Consumers purchase items for a variety of reasons, and alert companies will utilize all of them. There is nothing wrong in recognizing these facts of life in the market place, and hiring people who can use them to good advantage.

It is true, of course, that our economy is many-faceted and works in various ways. Repetitive selling, the use of distributors, specification and contract selling, all appear, superficially, to diminish the need for personal attention. But after all, somewhere along the line, someone must get somebody else to lay his cash on the table and pick up the product.

New Marketing Developments

What has happened? Why is selling no longer the significant element in the marketing mix which it once was? *Shortage and Boom.* The easiest course is to blame the decline of selling on the chronological coincidence of war-inspired shortages and a booming economy which produced large amounts of loose change. Why bother to go through the effort of selling if the potential customers are pounding at your doors, literally aching for the chance to buy? The immediate postwar problem was one of supplying the need, not creating or stimulating it.

As the shortages were satisfied, the merchant discovered that a new situation had risen. The technological revolution, high government spending, rising wages, and soaring production had poured an unprecedented amount of money into the pockets of innately acquisitive Americans. Again, customers wanted to buy. They had the money, they were intrigued by the new products (and the new services), and they bought readily.

While these reasons for the decline in actual selling may be valid, they are by no means the only—or even the major—factors in the equation. A whole series of procedures, attitudes, and tools have been fashioned or perfected in the decade since the end of the war. Businessmen have increasingly tended to rely on these to move their products.

The Magic of TV. The explosive burgeoning of the television industry has been a most important element in this picture. Now, for the first time, a producer can reach an extensive market with a combination of eye and ear messages, constantly repeated. TV has become the magic medium, and ad-

This timely piece has been reprinted from the Acme Reporter with permission of its publisher, Association of Consulting Management Engineers, Inc., N. Y.

vertisers fight for possession of the rights to the family's video screen, to the point of utter confusion. "Spot" announcements are getting "spottier" as telecasters crowd several into a single station break; timing is so tight that announcers rush through many commercials; producers are under such pressure that they may inadvertently chop off the beginning or end of a filmed statement.

But despite all this, TV sells products, and the executive knows it. As against an expenditure in other areas of marketing—such as selling—he may well prefer to expand his television budget because it includes so many of the important benefits of face-to-face selling and has the added advantage of reaching far more people with top-notch sales talent. Who wouldn't want to hire Harry von Zell or Don Wilson as a saleman—and then equip him with Virgil Partch's cartoons?

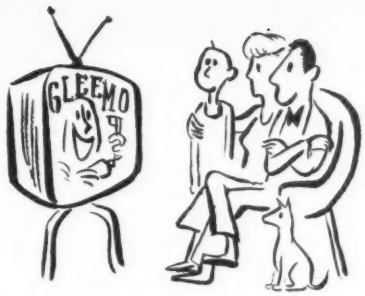
The Use of Design. More and more companies are turning to packaging as a sales device. Artistic skill has been coupled with consumer research. Some of the mysteries and eccentricities of human reaction to visual stimuli are being unraveled, and the resulting combinations of color and line are paying dividends to businessmen. At the same time, the impact of symbols is being explored. What does the picture of a kitchen spoon say to a housewife? Or a gold medallion? Or a colorfully dressed Dutch farm girl? The blank wall which blocked the sale of more than one item has been torn down by more appropriate and eye-catching packages.

But this matter of design does not stop with the color or style of the package. Products are being fashioned with an eye to communication with the potential buyer. Consumer convenience —more efficient spouts for fluid items, containers for pipe tobacco that combine the services of a package and a pouch, bottle caps that serve as measuring cups—has been built into modern packages.

Though many of the most obvious examples are to be found in the consumer goods field, industrial packaging is increasingly demonstrating the same orientation. With the development of new, inexpensive containers for shipment of delicate or unusual materials and equipment, this tendency is likely to continue.

Explaining Human Beings. The social sciences have provided businessmen with new techniques and new insights about human behavior which are now being applied to problems of marketing. For example:

> It was not so long ago that a company put a highly advanced washing machine on the market and backed it up with an advertising campaign aimed at demonstrating how much time and effort the housewife could save if she owned one. Despite the top quality of the product and the expensive launching program, nothing much happened. The company brought in a firm of researchers who conducted extensive interviews and surveys. They discovered that women felt uncomfortable about going to their husbands and asking for money to purchase equipment which would make housekeeping easier for them. They preferred to maintain their traditional role of craftsmen in the home. The result: the company changed its advertising approach to stress the improved cleanliness of machine-washed clothes, the lessened wear and tear on garments, the lower laundry bills. Sales picked up, and the machine was soon established on the market.



Many producers have increased their television budgets rather than hire topnotch face-to-face sales talent because TV includes many of the important benefits of face-to-face selling, plus reaching a wider audience.

With the perfection of such techniques, the introduction of new products and the selection of an advertising approach need no longer be a hit-or-miss operation. Managers can be more certain that customers will respond to their wares when they introduce them to the market place; they are more sure of saying the right things to the right people in their advertising.

Supermarket Thinking. One of the great advances in retailing has been the supermarket. This whole new concept of merchandising has been called the most significant change in food distribution in the last twenty years, and its impact on marketing thinking has been substantial. Who sells in a supermarket? No one—the entire operation is customer-oriented. The philosophy behind it is a simple one: display your product, and the customer will be led to buy. There is no clerk to say, "Don't you want some piccalilli to go with those frankfurts? How about some of this summer squash? It's particularly good today."

The man behind the cash register at the exit is about as impersonal as the machine he operates, and the whole layout of the line to the door puts pressure on the customer to keep moving, rather than encouraging him to reconsider a purchase, or go back into the store and pick up some previously forgotten item. It would not be exaggerating to conclude that the supermarket attitude has spread to marketing generally.

The Meaning of Discount Houses. That "cash-and-carry" emporium, the discount house, has led many producers to feel that price is the determining factor in sales. Salesmen, with this example before them, have come to feel the same way—to the extent that they hesitate to approach a prospect unless they can offer him a special price or trade-in deal of some kind.

Actually, this explanation of the success of discount houses may well be a misinterpretation of their meaning. From a somewhat broader point of view, an analyst might conclude that the customer is buying a bundle of services and items, tangible and intangible, when he purchases a product. At the traditional outlet one person may be paying for reputation; for services such as charge accounts, delivery, guarantees, and subsequent repair; for confidence that the article is of good quality. But another person may not find in this particular package enough of the elements which he really wants, so he goes to a different outlet which has a different collection of benefits to sell—convenience of location, variety of merchandise, the satisfaction that comes from getting a bargain, the advantage of doing a lot of shopping at one time, the arcade-like informality of atmosphere, the more congenial hours.

But whatever the truth of the matter may be, the fact is that many executives have interpreted the rise of the discount house as proof of the overriding importance of price in modern buying, with a corresponding de-emphasis of selling.

Rationalization and Specification. The rationalization of management has played a role in this picture, too. Administrators think through their marketing programs, their distribution channels, the breakdown of advertising budgets, and other functions with more precision and care than they once exercised. New mathematical concepts and methods, the expansion of "Operations Research," the availability of data-processing equipment, all have been brought to bear on complex questions in this field. They have been combined to establish a surer footing for the merchandising of goods and services, cutting down the possibilities

of error and increasing the chances of success—to the extent that, consciously or unconsciously, managers feel they do not need the extra drive of personal selling.

Specification buying for industry is on the up-swing. With technological advances and more highly specialized equipment, purchasing agents have laid down such minute requirements in asking for bids that the leeway for salesmanship has been reduced. Some companies have established "value analysis" departments which measure the merits of competing products on completely factual terms. There is less opportunity for imagination in design, and less chance for the salesman to capitalize on innovations developed by his company.

Linked with this trend is that of more scientific buying by distributors. They are guided more by inventory control, turnover rates, and return on investment than by the impact of a salesman's arguments and the warmth of their personal relationship with him. Manufacturers have accelerated this movement by setting up product meetings in their plants. Invitations are issued to buyers, urging them to "come and see."

All this comprises a considerable change from the bygone days when salesmen went from door to door—either of offices or homes—in an effort to serve, persuade, demonstrate, and, in the final analysis, sell.

Low-Pressure Selling

Into this developing constellation of factors, a scant ten years ago, was introduced the idea of low-pressure selling. This concept, which crystallized the thoughts and practice of a number of salesmen and sales managers, was greeted with real enthusiasm. It fitted the needs and the mood of the times, and seemed to be a successful attempt to readjust the role of selling in a business world characterized by the kind of innovation which we have been discussing.

But low-pressure selling was more than just a response to a new type of market place. It served in turn to accelerate the creation of that modern environment. Superficially, it appeared to reduce the importance and the impact of personal selling, and thus encouraged the executive to place more reliance on the newer techniques which were at hand.

Low-pressure selling is basically sound. Indeed, the slam-bang methods of the past are simply unusable today. Buyers are more sophisticated—the whole way from the housewife who opens the door briskly when the brush salesman rings to the purchasing agent of a large corporation unsurrounded by files in his panelled office. Salesmen too are different; the new generation just doesn't consider it respectable to push people into buying by overexaggeration and emotional appeals—not when there are plenty of other well-paid jobs for the asking which are more dignified according to contemporary standards.

Moreover, there is inherent strength in the process of letting people feel they are making their own decisions to buy—the essence of low-pressure selling. The difficulty is that there must

Today's low pressure salesman must have unusual powers of observation, including a high sensitivity to reactions of others, patience, a sincere interest in others, clarity of objectives and a degree of detachment.

be some degree of guidance or leading or direction—some degree of persuasion, in short—or there won't be more purchases of your product than of your competitors' products. The fact is that it is a very rare product that is so demonstrably superior that people will inevitably buy it if its merits are just presented to them rationally and objectively. But *any* product can be the answer to buyers' needs and desires, and it can be presented in a way that makes it a better answer than other products. So there still is plenty of scope for "selling."

Just a Smoke Screen. Unfortunately, however, the idea of low-pressure selling has been warped or drained somewhere along the way, and the phrase now serves as camouflage and excuse for not using any kind of pressure. Most salesmen today are so filled with the idea of low-pressure selling—with the emphasis on the low-pressure part of the term—that they shrink from even trying to persuade. What's more, their managers let them get away with it, lulled into false security by the promise of technical development to provide a better product and the potential of advertising to presell the product before the salesman even asks the prospect for an appointment.

There is a paradox in this coupling of a decade of marketing developments with the decline of selling. The effect, as mentioned above, has been to deemphasize the value of personal selling efforts. But the sad fact is that if these same marketing developments had been matched with the aggressive and effective use of the new low-pressure approach, both would have benefited. Instead of each acting as a drag on the other—as has been the case—each could have bolstered and buoyed up the other, to the competitive advantage of the firm that saw the opportunities inherent in the marriage.

The point is that the new merchandising techniques and practices make true low-pressure selling—with the stress on the *selling* part of the term—an even more promising idea than it was when first proposed. The salesman is relieved of much of the introductory, get-acquainted arguments: his product is known through advertising. He has a package that has been pretested and found to be effective both visually and mechanically. He is equipped with some rough idea about his customer's likes and dislikes and the type of appeal to which he will respond. He has some confidence that he can follow up on the merits of his product and meet with acceptance. He can assume that the purchasing agent he faces is more accustomed to analyzing and coming to a decision; that he is not waiting expectantly for the standard sales pitch. He can move with some assurance that his company's channels of distribution fit the needs of the product.

In other words, as the social scientists say, the situation is "structured" for him far better than it was for his father, who had to rely on good stories, a snappy vest, an impression of hustle, and a delicate network of personal obligations.

Not Too Late. It is not, of course, too late. As a matter of fact, business desperately needs to step up its selling effort, and the pressures to do so are already building. The times ahead are going to be increasingly competitive, increasingly tough, as dealers and consumers become more careful with their money. But the very fact that most companies are doing so little real selling makes it all the more rewarding for the individual companies that do try to step ahead of the parade, that do have the foresight to call on the best available talent they can find to study their problems and set up a program for improvement.

A word of caution should be added at this point: necessity may be the mother of invention, but it is no kin at all to ease of achievement. There is nothing simple about low-pressure selling. It depends for its effect on such

(Continued on page 30)

Program planning for the industrial editors' "Safari" at New Haven are, left to right, Herbert Hosking, management consultant of New York; Mrs. Anne G. Spinney of United Illuminating Co., New Haven, Safari manager; Herman Cleveland, president of Connecticut Industrial Editors Association.

Pushing beyond today's editorial frontiers, the CIEA staged a one-day exploration into "Editorial Dynamics" . . .

AND THEY CALLED IT SAFARI #1

■ FROM breakfast to eleven o'clock coffee and cake last November 13, nearly 100 editors of employee magazines for industrial and business workers in Connecticut, New York, Massachusetts and Maryland, in search of mental stimulation, ventured the unknown trails of "Safari #1", sponsored and produced by the Connecticut Industrial Editor's Association.

This was no conference nor a convention. It was not a day of rest and relaxation for the editors who attended. It was no trip for the thin-skinned tyro seeking balm for his wounded ego through reassuring, complimentary platitudes. This one was for the pros with sufficient professional maturity to roll with the punch of criticism and come back for more.

Born in 1941, with 13 members, over the intervening years the Connecticut Industrial Editor's Association has earnestly sought improvements of the end products of its members through the usual series of meetings and regional conferences featuring a well-rounded diet of talks by editorial, pictorial and communication specialists as well as member discussion sessions. Regardless of the excellence of past programming, it was noted by some members that the repetitive diet featuring techniques, for the most part, was wearing a rut that should be leveled out before it buried the enthusiasm of its members. Something really explosive—utterly new in concept—was needed.

So, after weeks of brain-searching, planning, letter writing, telegraphing, telephoning, checking and double-checking, CIEA's Safari No. 1 was blueprinted to light a fuse under the most jaded, rut-bound conventioneer. Its complete success in doing just that was due to the long, careful planning by its manager, Anne Gruen Spinney of the United Illuminating Company, aided by the behind-the-scenes counsel of Herbert Hosking, a New York management consultant, and the help of a number of CIEA members in staging the morning, afternoon and evening events.

Modern Pace—Colonial Setting

The program officially opened at 8:30 A.M. on November 13 with breakfast served in a modern version of the Revoluntionary-era buttery, located in the basement of Connecticut Hall, a recently modernized four-story brick building 200 years old, located on the Old Yale Campus. Forty-five minutes later the first session started in an upstairs hall. Succeeding speakers laid down a steady barrage of ideas and demonstrations until the 12:30 luncheon session held at the nearby Union League Club.

Resuming in Connecticut Hall at 2:30, the program took on an even faster pace and continued without pause until 5:30 P.M. There were no coffee breaks, no intermission to stretch cramped muscles. Yet the program was so mentally stimulating that few fidgeted. Most had no idea of the time consumed.

Adjourning to the luxurious New Haven Lawn Club, the Safari guests were graciously and informally enter-

Editor's Note: Here is a report, in capsule form, of the most ambitious and thought-provoking day-long display of mental fireworks your editor has ever witnessed. Daringly conceived and superbly executed, the day's menu fortified the physical with choice food and drink to take, in stride, the stimulating mental shock treatments administered by a diversified array of talent who would do credit to any two-day conference planned by a national organization of top executives. If proof was needed to demonstrate the interest of industrial editors in becoming better two-way communicators between management and employees then their enthusiastic participation in Safari No. 1 furnished conclusive evidence.

tained by the renowned Yale Whiffenpoofs who sang for the group. Tying in with the general theme of Communications, a Wolfschmidt display, including the famous wolf hounds which are a living trade mark of that firm, showed how communication can be accomplished by means of symbols when blunt words or conventional pictures are inappropriate to the circumstances.

Members of the Safari expedition will not soon forget the food—either the Buffet Deluxe luncheon nor the Candlelight Dinner. As tense nerves and muscles gradually relaxed, the program could have ended after dinner dessert, with everyone in a comfortable mood.

There was more to come, however, perhaps the most electrifying part of the day. Comfort and conviviality were not the ultimate purpose of the Safari. Minds were to be stirred up again and sent home seething with provocative ideas. The program summary which appears here can only hint at the audience reaction to the Safari as a whole.

Refreshing, but no "Refresher" Course

The mechanics of the editor's job were not even mentioned. Type faces and sizes, paper selection, art, engravings, do-and don't rules of photography; all routine tricks of the trade were assumed to be common knowledge. These were big boys and girls who were credited with already knowing the ABC's of their profession.

Sub-titled "Editorial Dynamics," the Safari was an exploration of what lies beyond the 1956 editorial frontier. "What's New In Communications" might be another name for it. There was no place for a review of old techniques. Rather, this was a search for new ways to recognize and successfully work with age-old human motivations.

Safari speakers were not there merely because they were available. Each was selected for what he could contribute towards the over-all theme of the meeting. The fine hand of the management consultant was evident here. So was the surging demand by serious working editors for programs with more mental meat on them.

Program Highlights

First feature on the morning program was a panel discussion on "The Editor's Practical Problems," with George B. Mangle of the American Thermos Bottle Co. as moderator and Charles Mercer, Mercer Publishing Co. and Herbert Hosking, New York management consultant, as panel members. A few of the questions submitted to the panel and ably dealt with included: "Should union news be used?"; "Should a planned format change be made gradually or immediately?"; "In a multiplant arrangement, how can space be distributed to the satisfaction of all employees?"; "How do you know when publication staff is earning its keep?"; "Should editor work alone as reporter, idea man and writer?"

Rorschach Report: Fact or Fancy?

Wallace Schneider, personnel manager at Alexander's Department Store in New York and a former commissioned clinical psychologist with the Air Force during the Korean conflict, appeared here. Trained and experienced in the mysteries of the celebrated Rorschach "ink blot test" techniques, he demonstrated the tools he uses, cited examples of how and why such personality appraisals are made, finally submitted the entire audience to this very appraisal as a group. Watching various and fantastic blots flash on the screen and trying seriously to interpret them was a new experience for many who attended the Safari. All entered into the spirit of the demonstration, however, carefully filled out the forms as instructed and waited eagerly for the evening session when Mr. Schneider returned to report (without identifying individuals) the personal strengths and weaknesses he found during his hours-long analysis of tests made in the morning session.

The Visual vs. the Verbal

Alvin Eisenman, director of the Graphic Arts Department Yale School of Architecture and Design as well as typographer for the Yale University Press, has few illusions about the design and layout of most publications—industrial or otherwise. He particularly abhors those which never make a mistake, characterizing them as "pedestrian" and so alike in appearance that a magazine on mining looks the same as one for bus drivers.

"First conceive your story in visual terms," he said, "not to illustrate the text but as an idea. Some things can best be said visually, others verbally."

Look Who's Kidding

Robert H. Wilson, vice president in charge of advertising and public relations, Girard Trust Corn Exchange Bank of Philadelphia, luncheon speaker, talked in humorous vein with the aid of illustrations to show how his bank had successfully introduced humor in its annual report, making this staid old institution nationally famous. Through the use of classic illustrations, studded by cartoons by famous artists and laced with copy in the same vein, he said the bank, its officers, its problems and policies are humanized to the delight of the bank's customers and the staff. And business booms.

"Humor, used at the right time and in the right place," said Mr. Wilson, "is one of the most effective selling agents in the Public Relations business."

AFTERNOON SESSION

Washington Looks at "Word Dynamics"

James M. Lambie, Jr., special assistant in the office of President Eisenhower, democratized the high sounding title of his talk by dramatizing the importance of using simple words and phrases instead of the unfamiliar, and concrete thoughts instead of abstract, through quoting a few horrible examples and some practical suggestions on how to achieve a dynamic response through dynamic writing. Mr. Lambie also explained the work of the President's Committee of industrial editors in lining up a communications program through an exchange of industrial publications between our country and foreign countries, and urged all editors to aid in the program.

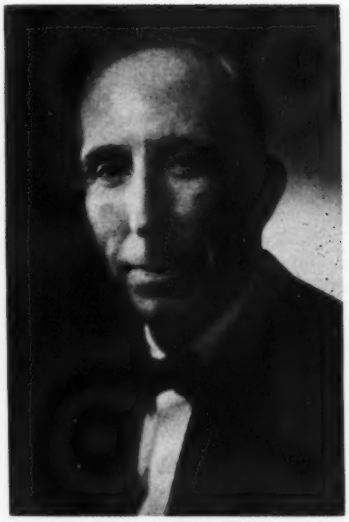
On Accentuating the Postulate

Harry E. Maynard, advertising manager, LIFE International Editions, gave a talk punctuated with blackboard diagrams, long to be remembered by his audience, but impossible to summarize properly in a few words. Compressed

(Continued on page 40)

SUPERVISORY DEVELOPMENT

By E. B. DANZELL, Vice President
Wallace Silversmiths Inc., Wallingford



E. B. DANZELL

■THE PROBLEM of foreman training is a constant one in manufacturing organizations. Management usually approaches this problem as though it were divided into two phases only: 1) Determining the type of material to be presented to the foremen. 2) Determining by whom and how frequently the material is to be presented. Unfortunately, a third important factor is usually overlooked or disregarded. This is to arouse in the foreman the desire to understand and learn more about all phases of management—to undertake training courses, not because management has decreed it, but because he wants to improve his abilities as a member of the management team.

The decision to conduct foreman training programs is necessarily made by management. It is unfortunate that the manner in which the decision is handled thru the organization often creates a resistance, at times active, but more often passive. The foremen usually hear from their immediate superior that management has decided to conduct a foreman training program and that speeches on certain subjects aimed at improving their performance will be given by selected "experts." Thru this approach, management has implied several things which will insure anything but a favorable reception.

1. It has implied that the foremen do not know enough about their jobs. Some of these men have probably been foremen from five to twenty-five years. In spite of length of service, it is probably true that all of them could improve their performance thru better understanding of modern management techniques. However, the average foreman resents the implication that some person in the upper strata of management has decided they are not fully capable and must undergo training to correct their deficiencies.
2. Management has implied by selecting the subjects that it knows exactly what the deficiencies are which must be corrected. It is not only possible, but probable, that foremen will not consider themselves inadequate on the same subjects as management does. Obviously there will be a lack of enthusiasm for the training program under these circumstances.
3. A cause of irritation to foremen is the constant use of the word "training." This word means instruction and education and, in the minds of an experienced, practical minded foreman, is related to green, inexperienced operators or trainees. It smacks of classroom atmosphere and schoolboy learning which most of them have gladly left behind many years ago. Foremen as a class are not opposed to instruction and education which will help them improve their job performance. They do resent instruction and education by edict from management people who they feel do not understand the practical day to day problems of shop operation. They want to participate in the decisions as to the subjects, the type of meeting, the speakers, etc. As experienced supervisors, they believe that they should play a part in the planning of the program.
4. Another shortcoming of the usual foreman "training" program is that all the subjects bear directly upon manufacturing department problems. Obviously, this is necessary to a considerable degree, but it does make him feel that management wants him to function in his own little niche and anything else in the company is none of his business. Again he feels belittled because there is no attempt to have him understand how his job is related to the business as a whole. He recognizes the need of keeping up-to-date on all phases of his job, but he would like the opportunity to learn something about other areas of plant management. If we are to have foremen believe that they are members of the management team, we must recognize that their interests are not limited to their particular departments.

Company Experience

We have cited four important factors which we believe have been generally overlooked in management's approach to upgrading foremen's abilities. We would like to cite our own experience in foremen development as a means of emphasizing the importance of these factors.

Eight years ago the foremen were completely disillusioned with regard to foremen "training." They had been lectured and talked down to by management and staff "experts." They had been told what subjects they should study and had been given reams of material as homework. The material had been handled from a theoretical viewpoint rather than in a practical manner. They had become convinced that foreman "training" was a waste of time and had little practical value to them in solving day to day shop problems.

After considerable discussion between the manufacturing vice president and the staff department heads, several conclusions were reached as to how to arouse the foremen's interest. These conclusions were:

1. To prove to the formen thru example rather than words that instruction and education in plant management principles were of real value to line supervision.
2. To start the program with weekly meetings of the superintendents in the manufacturing vice president's office. The subjects discussed at these meetings were those requested by the superintendents. Some of

the subjects were time study procedures, union contract, production control, cost control, and job evaluation. Staff department heads were invited to the meetings which concerned their particular function. Most of the time was taken up by questions, answers, and discussion of the subject and its relation to practical manufacturing problems rather than by a long speech. Interest in some subjects was so intense that several meetings were devoted to them. The manufacturing vice president acted as chairman with the principal function of keeping the discussions on an objective, constructive basis.

3. The superintendents were requested to discuss at their weekly foremen's meetings the same subjects as were discussed in the manufacturing vice president's office. The foremen were given the opportunity to ask questions, offer suggestions, or make constructive criticisms on the subject. The fact that the superintendents had participated in thorough discussions of the subjects had prepared them to lead these discussions. Obviously their knowledge was not as complete as that of the staff department heads, but they had the advantage of using it with their foremen in connection with their current problems. Furthermore, the foremen realized that the superintendents had selected the subjects which they felt would help the foremen operate their departments more effectively.

There were several reasons why this type of approach helped to arouse foremen's interest in the program. First, the foremen knew that the manufacturing vice president and division superintendents were actively participating in improving their own knowledge of management principles. Second, the foremen knew that these principles were being thoroughly discussed with staff department heads from a practical operating viewpoint in advance of the foremen's meetings. And third, because of the discussion type of meetings with their own superintendents, the foremen learned more about the subjects and, in addition, began to understand that there was still considerably more to be learned.

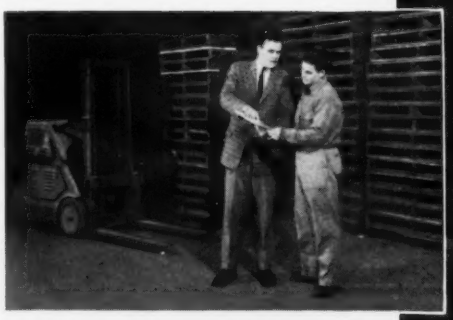
This type of meeting was continued for one year and then the results were reviewed at a meeting of the superintendents with the manufacturing vice president. It was the general opinion that both the superintendents and the foremen had benefited from the discussions and that there had been a revival of interest among the foremen to improve their knowledge of management techniques. It was decided to discontinue the meetings from June until October and to renew them at that time with several major differences. The foremen were divided into groups of eight with men from each division in every group. Meetings were held bi-weekly with a division superintendent as chairman. Subjects and speakers were selected from lists sent in by the foremen prior to the first meeting. The time was divided between presentation and discussion of the subject. Meanwhile the division superintendents were continuing their meetings with the manufacturing vice president and the heads of the various staff departments. During this year the superintendents and foremen were offered the opportunity to attend limited management courses at a nearby university. About 50% attended in the evening on their own time and the company paid the cost of the course.

New Program Second Year

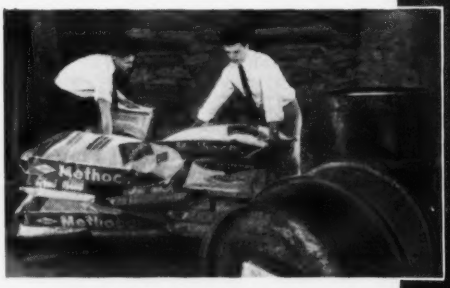
By the next year we felt that our foremen had shown enough interest in improving their knowledge of supervisory and management procedures to embark upon a new type of program. We decided to divide the foremen into discussion groups of eight men. The leaders of these groups were volunteers from the foremen. No person higher than the foremen level was present at the meetings except thru request of a particular group. Subjects were chosen by each group. The discussion leaders were given a list of possible subjects from which to select if the majority of their group failed to agree upon a suitable one. The leaders were told that they could call upon anyone in the management organization to address their groups and to answer questions. Management material was sent to all foremen weekly which could be used as a basis for discussion, if any group wished to do so. The only stipulation by management was that the discussions should be about supervisory and management problems and be maintained on a constructive basis.

The response to this program was extremely satisfactory because the foremen recognized that management was demonstrating its confidence in them by permitting them to choose their own subjects and conduct their own meetings. Fifteen of the forty foremen promptly volunteered to be discussion leaders, although opinions had been expressed that we would be fortunate to have five volunteers. Each leader conducted a series of four meetings. At the end of each series and before the start of another, the manufacturing vice president met with the discussion leaders to determine how the meetings were progressing. The foremen were enthusiastic about the results of their meetings with very few exceptions. The discussions at times became heated, but invariably finished on a constructive note. Men who had never expressed themselves at previous meetings participated in the discussions. Foremen who usually were cynical about management's opinions found themselves taking a different attitude after hearing these same opinions expressed by fellow foremen. Young foremen discovered that the experience of older foremen was valuable to them and older foremen discovered that young foremen often had sound knowledge too. Everyone found that problems existed in departments other than their own and that a mutual exchange of experience combined with sound management principles helped considerably in solving these problems. The discussion leaders received an added value from their experiences in leading the groups which was so well recognized that more than 50% volunteered as leaders for the next year. The foremen voted unanimously to continue the same type of discussion group meetings. The program is now in its fifth year.

We believe that the results of this type of program are most evident in the open-minded and constructive approach which the foremen now demonstrate towards method changes, cost reductions, and handling personnel. Furthermore, the invisible barrier which existed between line and staff departments has almost completely disappeared. Cooperation between the foremen themselves has improved noticeably. The division superintendents have reported that their foremen express themselves freely and constructively at the divisional foremen's meetings. The transition from an attitude of passive resistance to one of active and interested participation was brought about by three basic reasons: 1. Management, represented by the manufacturing vice president and division superintendents, demonstrated by actions their belief in education and instruction in management techniques. 2. Recognition of the foremen's judgment and experience was shown by having them participate in the planning of the program. 3. Management's confidence in the foremen was demonstrated by setting up the discussion groups led by foremen and with no member of upper management present except by request. We are pleased with the progress our foremen have made in recent years and firmly believe that this progress is the foremen's response to management's expression of confidence in their willingness and ability to improve their knowledge of management procedures.



INVENTORY ERROR threatens to halt production at the plant of a large manufacturer in Wisconsin. Unless supplies of two critically needed chemicals are delivered by early evening the second shift will have to be sent home. A long distance call is put through to Merchants' Milwaukee office.



MERCHANTS' WAREHOUSE has been closed for half an hour when the call comes in, but two of the Merchants sales staff volunteer to stay late to help meet the emergency. They load sixty bags and two drums of chemicals onto trucks and flats, ready for pick-up.

AT 8:00 P.M. MANUFACTURER'S TRUCK ARRIVES, is loaded quickly, takes off for a fast return trip. Dinner was late that night for the two Merchants men, but they had been able to help a customer out of a tight spot. That kind of customer service is a tradition at Merchants Chemical.

THEY WERE READY TO SEND THE SECOND SHIFT HOME, UNTIL...

Merchants' Service solved critical supply problem

A distributor, chemical or otherwise, sells service. At Merchants Chemical, service may take the form of emergency accommodation, as in the example cited above; or it may mean experienced technical advice, or special repackaging to help meet a particular production problem. Whatever your need, you'll find that each Merchants office is ready to give your order the special attention it deserves. Merchants serves you from sales offices and stock points across the country. Products offered include acids, alkalis, fungicides, surfactants, chlorinated solvents, emulsifiers, laundry compounds, soaps, dry ice and chemical specialties.

SERVICE QUALITY MERCO

MERCHANTS CHEMICAL COMPANY, INC.

60 East 42nd Street, New York 17, N. Y.

SALES OFFICES AND WAREHOUSES: Chicago • Cincinnati • Columbus • Denver • Louisville • Milwaukee • Minneapolis • New York • Omaha

STOCK POINTS: Albuquerque, N. M. • Erwin, Tenn. • S. Norwalk, Conn.

What Makes Them Tick?

(Your Employees, That Is)

Basically, the same hopes, the same incentives and goals that make us all tick. And high on their list is the desire for security—security for themselves and their families.

To say that your business profits depend directly on the skill and loyalty of your employees is the simple truth. And it is also true that it is becoming increasingly difficult to hire or hold top-notch employees unless you can offer them the Employee Benefits they expect and can obtain from most progressive companies.

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News Forum

This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.

♦ A NEW LINE of size 0 and 00 Relays said to offer unusual versatility and adaptability for machine tool control applications, has been announced by The Arrow-Hart & Hegeman Electric Company of Hartford.

The size 00 Relay is rated at 10 amperes, 600 volts ac, and the size 0 at 15 amperes, 600 volts ac. Two types are offered: the "FMP" (Fixed Multiple Pole) and the "IMP" (Interchangeable Multiple Pole). The latter is said to provide the easiest conversion form normally-open to normally-closed contacts ever devised; no tools are required, there are no loose parts to get lost, and an exclusive "center position" device protects against damage to the contacts while converting.

♦ ACQUISITION of all the engineering data and designs covering carrier control systems, under contract with the Line Material Division of the McGraw-Edison Company, has been announced by The Stromberg Time Corporation, Thomaston, a subsidiary of the General Time Corporation. The systems were previously marketed by Line Material, under the name "Wired Radio."

♦ RAYMOND W. AYERS has been named sales manager, Lawrence T. Curran operations control manager, and Peter R. deBruyn application engineering manager of Revere Corporation of America, Wallingford, manufacturer of aircraft and industrial components and systems.

Mr. Ayers, a graduate of the University of Illinois, was formerly manager of the Industrial Division of North Electric Company of Galion, Ohio. Mr. Curran is a graduate of Roanoke College, Virginia, and of the Harvard Business School. Mr. deBruyn, formerly with United Aircraft Corporation, East Hartford, is a graduate of Stevens Institute of Technology and a registered professional engineer in Connecticut.

♦ A NEW ERA in fast airline passenger service was forecast recently when officials of Western Air Lines announced that work will begin immediately on construction of the most comprehensive electronic reservations system ever built.

Capable of handling automatically more than 90 per cent of all flight reservations made at the 47 cities on Western's 6,350-mile system, the service will be in full operation next year.

Designed by the Teleregister Corporation, Stamford, the electronic network will enable WAL ticket agents at 73 locations in 12 states to determine instantly what seats are available on any of up to 2,000 flight segments for 31 days in advance.

Teleregister, a subsidiary of the Ogden Corporation, is a pioneer designer of electronic control systems for banks, industrial organizations, railroads and airlines.

♦ PLANS for major expansion of the main plant of Valve Corporation of America, Inc., Bridgeport, manufacturers of aerosol valves, have been announced by Philip H. Sagarin, president.

The expansion program will increase VCA's production facilities by at least 50 per cent. Described as one of the largest valve producers in the United States with an annual production of over 50 million units, the company was founded in 1949 by Mr. Sagarin.

♦ THE APPOINTMENT of a three-man committee to judge the entries in an essay contest being sponsored by The Stanley Works among the members of the senior class of New Britain High School has been announced.

The committee consists of Henry V. Pelton, vice president-divisional administration, The Stanley Works; Dr. Walter Fulghum, head of the English Department of Teachers' College of Connecticut and Arthur E. McEvoy, retired managing editor of the New Britain Herald.

The essays being prepared by some thirty students of the high school deal with the subject "The Role of Industry in the Development of America." The contest is designed to encourage an interest in industry in a community that is predominantly industrial. The company is offering prizes of $500, $300, $200 and $100.

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♦ A SERIES of executive seminars is being conducted by Underwood Corporation to acquaint intermediate and high level management with the potentialities of its new medium-scale electronic computer, Elecom 125.

Two and a half day sessions, under the supervision of Underwood's electronic computer division training staff, have already been held in New York, Washington, Toronto, Los Angeles, Denver, Houston and Chicago, and are scheduled for Atlanta and New York during April and May.

The seminar opens with an over-all description of the Elecom 125 and its applications in modern business organizations. The second session is devoted to an analysis of applications suggested from the floor and the final meeting features a description and discussion of the Elecom 50 electronic accounting machine and Dataflo, Underwood's integrated data processing system.

For members of the public utilities, insurance, brokerage and banking professions, Underwood is planning a series of seminars covering specific applications of Elecom 125 in these industries. Attendance is by invitation and details on enrollment may be obtained from Clarence M. Sidlo, Training Director, Electronic Computer Division, Underwood Corporation, 35-10 36th Ave., Long Island City, New York.

♦ A COMPLETELY NEW finishing barrel, designed for users requiring variable speeds, has been developed by The Abbott Ball Co., Hartford, producers of bearing balls and barrel finishing equipment.

The new addition to the Abbott line features a 22-inch by 33-inch barrel of welded steel plate with a capacity of 1,200 pounds. It is available in either single or double compartment units, with or without neoprene linings.

♦ ALBERT S. REDWAY, president of Rockbestos Products Corporation, New Haven, manufacturers of electrical wires and cables, has been appointed a vice president of Consolidated Coppermines Corporation, which owns controlling interest in Rockbestos, it has been announced by Chester D. Tripp, Consolidated Coppermines' president.

Mr. Redway becomes one of four operating vice presidents of Consolidated while retaining his position as chief executive officer for Rockbestos.

♦ THE FORMATION of Pratt & Whitney Aircraft's nuclear engine program as a separate operation of United Aircraft Corporation's engine-building division was announced recently by Wright A. Parkins, UAC vice president.

Bernard A. Schmickrath, a veteran of 19 years with Pratt & Whitney Aircraft, has been named general manager of CANEL (Connecticut Aeronautic Nuclear Engine Laboratory) operations. CANEL operations will be conducted at the new Air Force-sponsored facility in Middletown, which the company will occupy this summer. Pratt & Whitney Aircraft began work on its nuclear engine project in 1951 and since that time has made significant technological progress.

Appointed chief engineer of the nuclear engine program is Clarence E. Holtsinger. He has been with Pratt & Whitney since 1951 and has been associated with the nuclear engine program since 1953.

♦ WILLIAM BRAND & COMPANY, INC., Willimantic, has announced a new cost-cutting extruded semi-rigid vinyl insulated wire specifically designed to eliminate the necessity of expensive nylon jacketing or textile overbraiding. To be marketed under the trade name, Turbo Tufflex, this new wire is said to afford all the mechanical protection associated with conventional overbraids. It is extremely flexible, eliminating wrinkling, creasing and fracturing, generally caused in nylon jacketed wires when bent sharply.

The company has also announced that it is ready to deliver in quantity Turbo Ribbon Cable, a new flat multiconductor cable for use whenever space is a factor. Said to be ideal for airframe and guided missile wiring, it is completely flexible.

♦ THE WORLD-FAMOUS Colt's Museum, presently valued at more than $1 million, was formally presented to the State of Connecticut at special ceremonies held in the Memorial Hall of the State Library on March 7.

Accepting the Colt's Collection of valuable firearms and numerous historical documents and letters for the State was Governor Abraham A. Ribicoff. Leopold D. Silberstein, president of The Pratt & Whitney Foundation, and chairman of the board and president of Penn-Texas Corporation and chairman of Pratt & Whitney Co., Inc., of West Hartford, made the presentation.

The Colt's Collection, once known as the Arthur L. Ulrich Museum, was named in honor of a former official of Colt's, Arthur L. Ulrich, who died in 1942. The museum first opened in 1940, and since then has attracted thousands of visitors annually, some of them from such far away places as Norway, South Africa, Singapore,

Ireland, Scotland, China and the Americas.

The collection consists of thousands of valuable documents, more than 2,000 firearms and other historical material that tell the 122-year story of the Colt's Patent Fire Arms Manufacturing Company, Inc., which became a member of the Penn-Texas group of companies in 1955, and is now a subsidiary of Pratt & Whitney Company.

♦ A NEW AND USEFUL product for the sheet metal worker has been announced by The Peck, Stow & Wilcox Company, Southington. It is a new compound lever aviation-type double-cut snip. It features a lower blade which is ground to a triangular reamer point for making the starter cut.

Powerful leverage makes cutting easy, according to the manufacturer. The blade design with proper relief and shear avoids binding and chip curls free.

♦ AMERICAN FELT COMPANY, Glenville, is making available to design engineers and industrial researchers throughout the country its Data Sheet No. 18, an eight-page, comprehensive presentation of the advantages of Windsor Felt for liquid filtration.

The data sheet describes end uses for these American Felt engineered products and explains with charts and diagrams the properties and characteristics which make these fiber bonded non-woven felt filters desirable.

♦ SVEN E. WIDEN has been appointed assistant sales manager of the Atrax Company, Newington, manufacturers of precision solid carbide tools. The announcement was made by Carl Niederfringer, president.

Mr. Widen was formerly associated with Silliter-Holden, Inc. in the industrail supply sales department.

♦ HANS H. BOHLMANN, export manager, The Seamless Rubber Company, New Haven, is the first businessman from Connecticut who has been selected for Trade Mission Service by the United States Department of Commerce.

Mr. Bohlmann is serving as a member of the U. S. Trade Mission to Burma, Singapore, Malaya, and Hong Kong. He is a member of a team of five businessmen and government officials who are touring this area.

The Trade Mission Program is designed to interest and assist foreign businessmen in doing business with the United States. A trade team generally consists of a leader from the Department of Commerce and three or four businessmen selected for their

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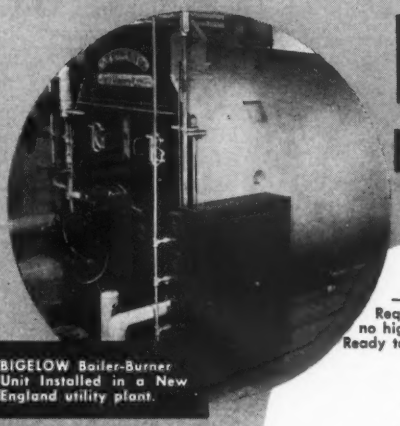

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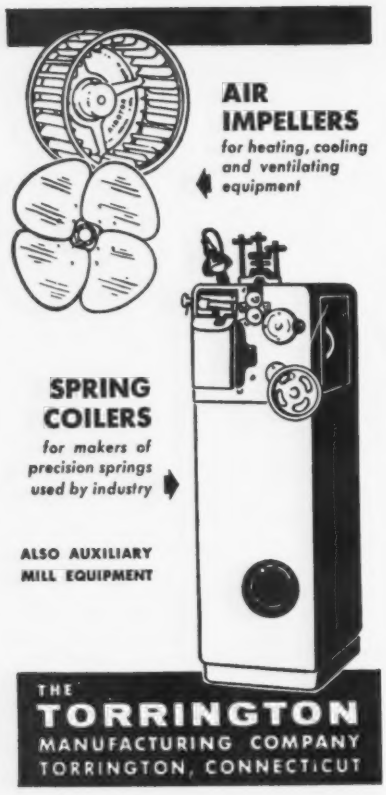
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competence and practical business experience in fields especially important to businessmen in the country visited. Trade Missions visit the principal commercial and business centers, hold group meetings, and make time available for private consultations.

♦ COMPLETION of a new research facility at The Barden Corporation, Danbury, manufacturer of precision ball bearings, has been announced by J. Robert Tomlinson, president. The new center will be devoted to Barden's accelerating program of research and development directed toward higher levels of performance for mechanisms utilizing precision ball bearings.

The new building, which is adjacent to Barden's recently completed Plant 2, is a series of chambers within chambers, the innermost of which are humidity controlled within 2% and temperature controlled within 1°. There are air locks between outside and inside compartments and a "decontamination" room where positive air pressure removes dust and lint from the clothing of personnel entering the critical areas.

Other facilities in the new building are assembly rooms where components using precision ball bearings are assembled or disassembled, a fully equipped machine shop, a metallurgical laboratory, a conference room and engineering and drafting offices.

♦ DAVID W. MYERS, vice president and controller of The Producto Machine Company, Bridgeport, has recently been elected to the company's board of directors. Producto manufactures precision die sets, die makers' accessories, machine tools, toolroom equipment and semi-steel castings.

Mr. Myers, who has been associated with Producto for the past 16 years, has been controller since 1953 and was named to a vice presidency last year.

♦ APPOINTMENT of Herbert H. Blosjo as product engineer of the Steel Castings Department has been announced by the Malleable Iron Fittings Company of Branford. Mr. Blosjo will devote his attention exclusively to the metallurgical, heat treating inspection and other aspects of steel castings' manufacture which pertain to quality control.

Mr. Blosjo was formerly associated with the Minneapolis Electric Steel Castings as chief metallurgist. He is an engineering graduate of the University of Minnesota and did graduate work in metallurgy and metallography at the same university.

♦ THE NET ASSETS and business of the Contractors Machinery Company, Inc., of Batavia, New York has been acquired by The Yale & Towne Manufacturing Company. The Batavia firm manufactures the Trojan line of 4-wheel and 2-wheel drive, self-propelled, front-end bucket-loaders, patrol graders, sheep's foot tamping rollers and snow plows.

The corporation being acquired will become the Contractors Machinery Division of Yale & Towne and its manufacturing and sales operations will continue to be headquartered at Batavia, with the same network of sales representatives.

♦ "PROFILES IN PROGRESS," an illustrated booklet on the vital part played by highly-specialized aircraft equipment in the jet age, has been issued by Hamilton Standard, division of United Aircraft Corporation.

The booklet discusses, in layman's language, aircraft air conditioning systems, turbine engine starters, and fuel controls, hydraulic pumps, pneumatic valves, and electronic temperature controls.

Among the evidences of Hamilton Standard's progress in the non-propeller field are: application of much of the company's engineering and over a third of its manufacturing area to jet age products; construction of a new factory building for production of jet engine fuel controls; establishment of an engineering branch in Florida for development of hydraulic pumps and other products; purchase of an aeropneumatics company to round out Hamilton's position in the air conditioning field; establishment of a new and integrated electronics department; development of many new machines and tools, and numerous realignments of production organization and layout.

♦ ALL of the manufacturing and sales activities of the former Robert Gair Company, together with those of Continental Can's Fibre Drum and Paperboard Divisions, have been incorporated into the new Robert Gair Division of Continental Can Company, it has been announced by General Lucius D. Clay, Continental's board chairman.

George E. Dyke, vice chairman of Continental Can Company, will serve as executive head of the Robert Gair Division pending the selection of an executive vice president. Norman F. Greenway, formerly a senior vice president of the Robert Gair Company, is in charge of Boxboard and Folding Carton operations as vice president and general manager. Robert Gair has plants in Portland and Montville, Connecticut.

♦ THE PROMOTION of Wesson C.

Miller to sales manager and the appointment of Richard G. Campbell as controller of The Parker-Hartford Corporation, Hartford, has been announced by President Jack T. F. Bitter.

Mr. Miller, who was formerly asisstant sales manager, was graduated from Worcester Polytechnic Institute. Before joining the company he was associated with the Hartford Electric Light Company as a sales engineer.

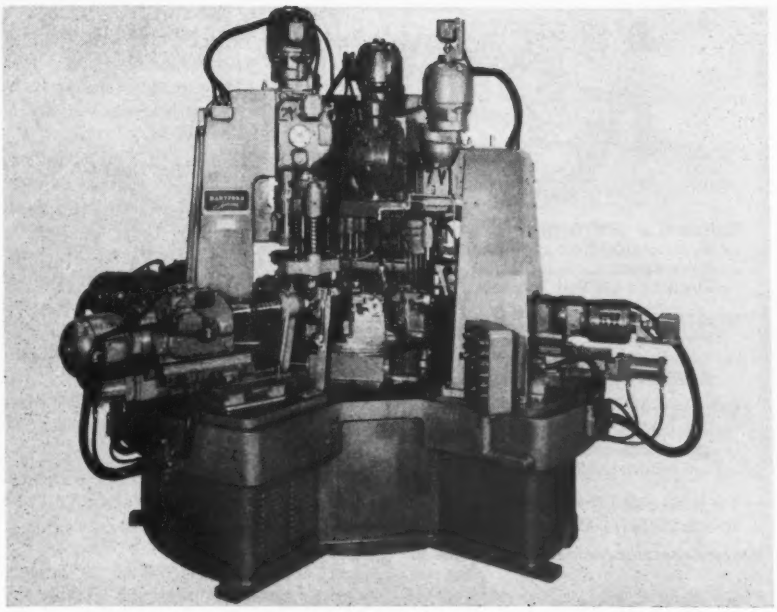
Mr. Campbell attended the Moran School of Accounting at Kingston, New York. For the past ten years he has been associated with the accounting firm of Webster, Blanchard & Willard.

♦ WILLIS D. HORNER has been elected vice president in charge of sales and a director of The Allen Manufacturing Company, Hartford, according to an announcement by James G. Osmond, company president.

Mr. Horner has been associated with Allen in various sales capacities for nearly twenty-two years, and has been sales manager since 1948.

Another appointment just announced is that of M. Raymond Whigham as advertising and sales promotion manager. He has been with Allen for six years, and formerly was district sales manager for Reynolds Metals Co.

♦ ENTHONE, INC., New Haven,



This six station horizontal indexing drilling and boring machine produced by The Hartford Special Machinery Co., Hartford, is used to bone, face, hollow mill, drill and tap three different cast iron gear housings. Production is 256 parts per hour at 100% efficiency.

has announced the development of a new process called Enthocolor 220 for producing brown and shiny blue-black coatings on copper and copper base alloys. The coatings produced are oxides. Uniform brown colors can be produced on copper and on almost all copper alloys. Blue-black and brown colors are produced on brasses containing 20% or more of zinc.

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♦ THE APPOINTMENT of Wayne M. Pierce, Jr., as vice president for engineering and manufacturing was announced recently by Perry R. Roehm, president of Norden-Ketay Corporation.

In the newly created post Mr. Pierce will represent the president directly for all matters regarding engineering and manufacturing. He is responsible for the corporation's engineering and manufacturing plans, policies and procedures.

A graduate of the Massachusetts Institute of Technology, Mr. Pierce has long been associated with Connecticut industry. He left Chance Vought Aircraft Corporation in 1946 to become one of three founders of Tey Manufacturing Corporation, now Skyworker Corporation, of Milford. He joined Norden-Ketay in 1951.

♦ TWELVE men and women were honored recently for long service with Rockbestos Products Corporation, New Haven.

Albert S. Redway, Rockbestos president, presented awards to the employees at ceremonies held in the Cafeteria Conference room at the plant. The awards are sponsored by the Hourglass Club, employees' social organization.

Top honors went to William C. Armstrong, secretary and treasurer, who marks his thirty-fifth anniversary with the company this year. He joined Rockbestos in 1922 as chief accountant and the following year was promoted to assistant secretary and assistant treasurer. In 1928 he was elected secretary and treasurer, and in 1937 was elected to the board of directors.

♦ JAMES B. WILKIE, manager of the gage division of Pratt & Whitney Co., Inc., West Hartford, has been appointed to the executive board of the Dimensional Standards and Metrology Division of the American Ordnance Association of Washington, D. C.

Mr. Wilkie is in charge of manufacturing of all Pratt & Whitney gages as well as research, development and engineering programs of the gage division.

The American Ordnance Association, founded in 1919, is an educational and scientific organization engaged in activities centering around preparedness for common defense.

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Company, Inc. of Waterbury, which lists its facilities in the manufacture of small bore precision stainless steel instrument tubing. Included are size ranges, alloys, tolerances and how-to-order information.

Copies of the booklet are available from the company's Tubing Division.

♦ ARTHUR P. HICKCOX, vice president of the Scovill Manufacturing Company and general manager of the company's Waterbury Divisions, has retired after forty-seven years of service with the company.

A graduate of Wesleyan University, Mr. Hickcox became a Scovill employee on January 31, 1910 as a clerk in the purchasing office. Later he was a buyer, and in 1920, he was put in charge of the department. He held that position for about 35 years and in 1940 was elected a vice president and four years later became a director of the company. In January 1955 he was named general manager of the Waterbury Divisions.

Mr. Hickcox is a director of the Turner & Seymour Manufacturing Company of Torrington, and holds various positions in Watertown organizations. He is a member of the Waterbury Club, the Watertown Golf Club, and the DKE Club of New York.

♦ THE APPOINTMENT of H. Perry Smith as the assistant director of research and development for Associated Spring Corporation, Bristol, has been announced by Walter E. Froehlich, vice president of the corporation. Mr. Smith will be in charge of the new research and development center that will be located in Bristol in the future.

Mr. Smith is a native of California where he received his early education, graduating from the University of California in 1934 with a degree in chemical engineering.

♦ THE OPENING of new research and development laboratories in Hamden by The Greist Manufacturing Company has been announced. Samuel P. Caldwell has been named director of the new operation.

Long known for the expansive research and development of home-sewing machine attachments for every make sewing machine in existence today, the Greist Company has always pioneered in manufacturing new devices for the many companies they serve. The company also supplies precision parts and assemblies for industries in the automotive, photographic and aircraft fields.

♦ WENTWORTH H. BARNES has been named vice president in charge of sales by R. R. Williams, Inc., Canaan, manufacturers of Wash-'n-Dri, the recently introduced plastic sealed moisture-retaining paper towelette which enables the user to wash, dry and refresh himself without the need of soap, water or towel.

Mr. Barnes was formerly director of marketing and distribution for Charles Antell, Inc. of Baltimore, Maryland. He joined the Williams firm in November 1955.

♦ WILLIS H. MACHIN has been appointed vice president in charge of the forging and screw machine division of Scovill Mfg. Co., Waterbury.

Mr. Machin joined Scovill in 1918 and entered the toolmaker apprentice course in 1920. After serving in various capacities in tool and manufacturing divisions he was named assistant tool superintendent in 1946. In 1951 he was given the responsibility of superintendent of screw machine products.

In 1956 he was appointed works manager of the forging and screw machine division, and in January its general manager.

♦ CHARLES A. YOUNG has been named to succeed James Jackson as plant manager of Bigelow-Sanford Carpet Company, Thompsonville. Mr. Jackson has been appointed special advisor to Henry A. Reinhardt, vice president for engineering and manufacturing.

Mr. Young was formerly director of plant operations in the overseas division of E. R. Squibb & Sons. He recently returned to this country after a two-year assignment for the State Department as deputy assistant, secretary general, for Production and Logistics in the North Atlantic Treaty Organization. He entered this service immediately after his assignment with Squibb.

Mr. Jackson has been Thompsonville plant manager since 1945. In his new position he will devote his energies to production and related activities at Thompsonville.

♦ THE SALE of Lathrop Engine Co., Mystic, manufacturer of marine engines, to Burmeister & Wain American Corp., New York, who acquired the business from the Union Manufacturing Co. of New Britain has been announced. Union bought the Mystic firm in 1954 from the grandson of the late James Lathrop who founded the firm in 1897.

Burmeister & Wain of Copenhagen, parent concern of the American subsidiary, is Denmark's largest industrial enterprise. President Poul A. Christensen of the American Corp., will make his headquarters at the Mystic plant.

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Every schoolboy is familiar with the cherry tree episode of George Washington's youth. It has been told, and retold, so many times that its true significance has all but disappeared. Artists invariably picture young George beside the truncated tree, stoutly affirming his action. It has become a pictorial cliché.

Nearly lost is the real import of the legend: the expression of Washington's integrity. This moral soundness and honesty of the man is the key to his character. Yet character is not built on one incident alone; it requires a lifetime to establish.

Over the years, the father of our country laid down a code of conduct that still serves as the measure of a man—or an organization. This code of what is proper has been the hallmark of THE ROURKE-ENO PAPER COMPANY for well over a century. It is the measure of the company.

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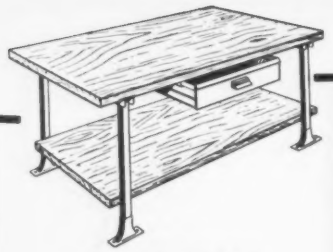

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♦ ROBERT L. KIRSHNER has been appointed manager of advertising and sales promotion for the Miller Company. He joins Miller from the General Electric Company, Lamp Division, at Nela Park, Cleveland, Ohio, where for the past four years he has been an advertising and sales promotion specialist for commercial and industrial markets of the division's large lamp department.

♦ ROY C. WILCOX has retired as executive vice president of the International Silver Co., Meriden, after 43 years with the company. Mr. Wilcox has been executive vice president since 1935, and held other important offices with the firm prior to that year.

He is a member of the board of directors and on the executive committees of the Underwood Corporation, Ætna Life Insurance Co., Ætna Casualty Insurance Co., Connecticut Bank and Trust Co., all of Hartford, and the Waterbury Buckle Co. of Waterbury.

A native of Meriden, Mr. Wilcox has been active in city affairs for many years. He formerly served on the Board of Public Safety, and was elected state senator from the Meriden District, state treasurer and lieutenant governor.

♦ THE PURCHASE of the Connecticut Cabinet Corp., Mystic, by Robert Kropp of Wakefield Industries, Lowell Mass., and the Federal Television Co., Astoria, Long Island, has been announced.

Connecticut Cabinet, which has operated in Mystic since 1940, manufactures radio and television cabinets.

♦ JOHN F. CAMPBELL has been named director of operations, a new position, by Consolidated Diesel Electric Corp.

A former vice president in charge of manufacturing for General Precision Equipment Corp., Mr. Campbell was in charge of production, purchasing, controls and office for Reeves Soundcraft Corp. before joining Con Diesel. He is a graduate of Georgetown University.

♦ TOP EXECUTIVE changes have taken place at the Spencer Turbine Co., Hartford, prominent manufacturer of industrial and commercial vacuum cleaners, organ blowers and turbo compressors.

H. H. Richardson has retired as president and treasurer. He had been with the company for 47 years and served as president since 1930.

Lester C. Smith has been named president and R. A. Brackett executive vice president. Other executive advancements are: Allen N. Dryhurst, secretary; Frank N. Cooke, treasurer; and Frederick E. Atchison, assistant treasurer.

Mr. Smith has been with Spencer since 1925, progressing through the positions of assistant chief engineer and later chief engineer and vice president. An M.I.T. graduate, he is recognized in the industry as one of the foremost technical authorities on the use of air under pressure and for vacuum applications.

♦ ROBERT K. DECKER, treasurer of Emhart Mfg. Co. since 1953, has been elected vice president and treasurer of the machinery manufacturing firm. He has been with the company since 1922 when he was hired as an office boy.

Units of Emhart include Henry & Wright, V & O Press, Standard-Knapp, Hartford-Empire, Maxim Silencer and Skyworker.

♦ FIRST PLACE has been awarded the New Haven Board & Carton Company, New Haven, in the safety program sponsored by the Folding Paper Box Association of America. The company completed a year without a single lost-time accident in the folding box plant.

There are 22 folding box plants in the area group, each plant working 50,000 or more man hours per month.

♦ ARTHUR V. PENN has been named office manager at Edgecomb Steel of New England, Inc., according to an announcement by Joseph H. Roberts, president.

Mr. Penn, a graduate of Hillyer College with a Bachelor of Science degree in Industrial Engineering, has been associated with the company in the sales service department.

♦ A NEW CAM TIMER featuring small size, design simplicity, low cost and a wide range of speeds, has been announced by Cramer Controls Corporation, Centerbrook.

Designated Type 571, the new timer is a cycling device which operates continuously as long as power is supplied to the high-torque Cramer motor. One-piece molded bakelite housing encloses cams and switches. Time program is cut into factory-set cams, which are securely positioned on a square shaft so that no change in setting can result even after long usage.

♦ WILLIAM VISOKAY has been named director of industrial relations at the Housatonic plant of Bridgeport Brass Company.

Mr. Visokay joined the company in 1943 as director of plant protection and the next year added the title of director

of safety. He had been with the Connecticut State Police prior to joining the Bridgeport firm.

♦ REALIGNMENT of responsibilities in manufacturing operations at Sargent & Co., New Haven, through the establishment of three production divisions, has been announced by Stanley R. Cullen, works manager.

Under the new setup the company's hardware division's superintendent will be Jess Whitney. J. Rankin Magill will be superintendent of the exit device and door closer division and Clyde M. Cameron has been named superintendent of the lock division.

The three-division plan provides for expansion in all Sargent manufacturing departments, according to Mr. Cullen. It replaces the previous arrangement by which the company's entire production in its main plant was controlled through two operating divisions.

♦ A NEW TYPE OF boat trailer has been designed by the Bassick Company, Bridgeport, and will be manufactured in a limited production program in the near future.

One of several innovations which recently have come off the drawing boards of Bassick's research and development engineers, the trailer, known as the "Bassick Beaver Boat Trailer," features airide suspension units independent of the wheels as one of its main assets over conventional boat trailers.

Other singular features include a hydraulic pump to facilitate raising and lowering it when it is fully loaded, a combination hydraulic jack and swivel-wheel dolly for power raising and lowering the trailer, a built-in heavy duty winch, an automatic load compensator and automatic keel guide roller which contacts the keel for supporting or lowering or launching purposes.

♦ DIRECTORS of the Smyth Mfg. Co., Hartford, have approved these changes in the company's executive staff: Mitchell S. Little, president of the company for 36 years, has been named chairman of the board and will be succeeded by Charles E. Brainard.

Mr. Brainard was graduated from Kent School and Yale University. Following graduation he became associated with Putnam & Co., investment bankers, entering the employ of the Smyth Mfg. Co. in 1938. He became secretary of the company in 1941 and was made vice president and secretary in 1954.

♦ EMPLOYEES of the Plume & Atwood Manufacturing Company, Thomaston, attended a testimonial din-

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ner recently to honor Harry Wigmore on the occasion of his retirement as traffic manager of the company.

Mr. Wigmore joined the company in 1917 as an assistant foreman in the shipping room. In the succeeding years he advanced to foreman and traffic manager. He is a charter member of the Waterbury Traffic Club.

♦ JOHN CAVANAGH, one of the nation's leading figures in the hatting industry, and former mayor of the old cites of Norwalk and South Norwalk, died recently at his home.

Although he had retired from business several years ago, Mr. Cavanagh retained his post as honorary chairman of the board of directors of the Hat Corporation of America. He was first president of the corporation, and held that post until he became honorary chairman.

Mr. Cavanagh served as president of the Norwalk Hospital Association for more than 20 years, and was influential in the founding of the Norwalk YMCA. He was a member of the State Prison Board, the Shorehaven Golf Club the Merrit Parkway Commission, the Norwalk Catholic Club and the Knights of Columbus, 4th Degree.

♦ IN A NEW BROCHURE now available from the Waterbury Farrel Foundry & Machine Co., Waterbury, both the 3/16" and 5/16" Waterbury Farrel "Hi-Pro" solid-die, double-stroke crank headers for cold heading screw and rivet blanks are extensively covered. Described in detail are basic "Hi-Pro" features responsible for the headers' respective production rates of 225 and 175 screw or rivet blanks per minute; maximum lengths 1½" and 2⅜".

To assist the reader, the brochure treats each feature separately. Described are feed, cutoff mechanism, heading unit, knockout drive, lubrication and both WF standard and Phillips type tooling.

♦ THE JOCLIN MANUFACTURING CO., Wallingford, has announced that they are now in production on Fluorolastic Teflon seamless fuel bladders. The announcement comes following two years' research and development undertaken on behalf of the aircraft industry.

According to Dr. Clinton M. Doede, president, the 1000 degree spread between high (550°) and low (–450°) operating temperatures for ram-jet and rocket engines and sub-zero cold of high flying missiles was the problem. All known formulas for rubber and most synthetics become brittle and shatter from the slightest jar at the

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cold end, while at the hot end conventional materials ooze and flow.

The use of Teflon, made by DuPont, in the manufacture of fuel expulsion bladders is considered an important advancement in the art of making seamless bladders free from pinholes. This is credited to Teflon's basic toughness, stamina, flexibility, low-co-efficient of friction, and corrosive resistance to carry high volatile fuels, solvents and explosive chemicals.

Joclin, formerly located in North Haven, has recently moved to larger quarters in Wallingford.

Numerical Control

(Continued from page 9)

the numerical control system.

To meet the nation's industrial demands for more automated machinery, Pratt & Whitney first conceived the idea of numerically controlled machine tools in 1953. Swift progress followed as management approved the idea in 1954. By early 1955, the prototype of the unit was completed and later that same year, the first official announcement of the company's numerical control system was made at the Machine Tool Show in Chicago, Illinois.

Customers have been quick to accept Pratt & Whitney "Numerical Control." The first large unit—a Vertical Precision Hole Grinder—has been shipped to Ford Motor Car Company's Aircraft Engine Division in Chicago, Illinois, and two other big machines are scheduled for early delivery to the Pratt & Whitney Aircraft division of United Aircraft Corporation in East Hartford, Connecticut. Some 25 orders for numerically-controlled Pratt & Whitney machines have been received in addition to one delivered to Ford Motor Company's Aircraft Engine Division and two others scheduled for early delivery to Pratt & Whitney Aircraft Division, United Aircraft Corporation.

In the case of the Pratt & Whitney numerical control system, P&W engineers established that punched records were preferable to magnetic or optical storage of digital data because of the simpler equipment necessary to sense a punched hole. They then proceeded to design a punched record system which met requirements of shop use in terms of mechanical ruggedness and electrical reliability under shop conditions.

For its tape reader, Pratt & Whitney selected a design which uses a pneumatic sensing system. Air is forced through holes in the tape to an enlarged chamber with a neoprene diaphragm which provides enough force to operate a reliable industrial control limit switch.

The tape is moved into position and stopped automatically. It is at the stopping point that all data on the tape necessary for a single operation is read at one time and presented automatically to the machine. When the machine operation has been completed and checked, the tape can be advanced one block so that new information may then be presented.

Because of the proven accuracy of the company's Electrolimit system, Pratt & Whitney's approach to solving the measuring system in a numerically-controlled machine is said to be as accurate as has ever been devised.

The company has thus established an early entry into the new field of numerical control with its full line of jig borers, vertical precision hole grinders and rotary tables. In addition, it is successfully applying numerical control to special machine tools being developed for specific production requirements.

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Salesmen—Why Don't They Do Some Real Selling?

(Continued from page 12)

a small amount of obvious pressure, usually in the form of a consciously guided discussion of the customer's problem. Such subtle leading is not easy to practice or to teach; no wonder salesmen and sales managers are tempted to forget the pressure or persuasion part of the job. Accordingly, no businessman should have any illusion about the difficulties involved in establishing a sales force which operates according to this principle.

The Difficulties Involved. Low-pressure selling demands men who are more flexible than those who peddled a canned approach. Customers may pull a surprise switch, or stubbornly refuse to be fitted into any preconceived pattern. For example:

> Not long ago an itinerant salesman offering an encyclopedia with a distinguished reputation called on a suburban family. They were already convinced they wanted the series, and had been considering purchasing one for some time. But their statements to that effect were of no avail—the salesman had to plod laboriously through his memorized routine—shuffling through pages, showing samples, talking about the quality binding, describing the premiums. The potential customers vainly sought to get him to divulge the price and the terms—but he was undaunted. He had been told to save that for the very end—he sturdily did so—but by the time the end came, the couple were so disgusted that he lost his sale.

Salesmen with unusual powers of observation and evaluation are needed. The low-pressure operator must be sensitive to others' reactions—the half-smile, the hesitant statement, the slight hardening of the voice. His elder would brush aside such subtleties, and charge ahead; it was dangerous to be too concerned about what your customers really thought of you. Only in the dark watches of the night could you permit yourself to wonder if they liked you—if they really responded. During the day you had to assume, with radiant self-confidence, that they were your closest friends. But the attempt to appreciate and understand the buyer, to consider the matter from his point of view as well as your own, to work mutually on the problem—as well as to sell him—calls for special skill and a particular kind of personality.

Patience, a sincere interest in people, clarity of objectives, a degree of detachment, all are required. Certain standard sales approaches are ruled out. At a national insurance convention, the keynote speaker told his colleagues to "create an atmosphere of fear and anxiety in your client—stir him up with ghastly pictures of a grim future—get him worried and upset—and then, when he is really softened up, move in on him!" Such crass manipulation has no place in the low-pressure salesman's kit. The shopworn devices for putting a customer on the defensive, maneuvering him into a position where he appears ungrateful or a fool if he does not buy, playing on his sympathies, or trapping him into commitments he did not know he was making, all are inconsistent with the philosophy of low-pressure selling.

Low-pressure salesmen cannot be found and developed simply by following clichés about the "type of person who makes a good salesman." No stock series of tests, questionnaires, and interviews will meet the need, if used alone. For every company the determination of the right kind of man for selling depends on an examination of its own run of selling situations. Far from demanding an extroverted, socializing, pushing kind of man, some selling problems involving close and continuous relations with customers require sensitive, if not altogether introverted, personalities.

Challenge to Management

As in the case of so many other problems, the responsibility for solution depends on management attitude.

First of all, a host of chores are required of the sales manager, all of which mean that he must exert himself in working with his salesmen:

(1) He must provide intellectual as well as emotional leadership. He must give the salesman instruction both in persuasion and in understanding of the particular company, product, and customer environment (not only for the sake of being able to approach prospects' problems, but also for confidence on the part of the salesman). These are tools which the salesman must have, and he must have them together; only thus can he do real low-pressure selling.

(2) He must get out in the field, or on the floor, and coach the salesman on the job. Since low-pressure selling depends on orientation to individual customers' problems, every selling attempt, to be purposeful rather than just to be pleasant, must be planned and carried through with special care and effort. It cannot be emphasized too strongly that very often the difference between a good salesman and a poor salesman lies almost entirely in the amount of analysis and planning that they do before making calls.

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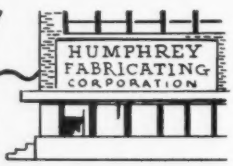

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Moreover, if the sales manager really begins to think in terms of low-pressure selling—again, with the emphasis on *selling*—he will find that questions of training, compensation, quotas, field organization, territories, and so on, all take on a new light. He will need to re-examine them, and in many cases the answers he finds will indicate differences from the comfortable way of doing things that he and his salesmen have been enjoying.

As noted earlier, a few companies have already taken steps to put more system and energy into their selling function. In such cases—all too rare—top management has found a surprising amount of room for effective action; and both executives and salesmen are pleased by the new atmosphere. No more effort is being expended—at least in the sense of hours of work—but it is more purposeful, more productive, and more rewarding.

Also, and most important of all, top management has learned that its own attitude is the most significant factor. Rather than "buying" gimmicks or ready-made systems, management must be willing to study its own particular needs, preferably with the guidance of experts who know what to look for and what is available in the way of help. Just to want and expect higher performance will do a world of good; but when management backs that up with specific measures, then the drive for improvement really comes alive, the salesmen take hold, and the results begin to multiply.

Brain Cells By The Thousands

(Continued from page 8)

Trades Apprentice Competition. The purpose of the competition was "to recognize outstanding apprentices in six machine trades and to honor companies carrying on effective training programs—all in the hope of stimulating enlarged enrollment in machine trades apprentice training, an increase in the number of companies offering such programs, and an increased supply of skills in the machine trades." It was sponsored by the Central Connecticut Tool & Die Association, the Southern Connecticut Tool & Die Manufacturers Association, the State Department of Education and the U. S. Bureau of Apprenticeship, in cooperation with the Manufacturers Association of Connecticut. The Connecticut competition has received national attention and already is being adopted in other major tool production centers.

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How Would You Decide?

By Fredrick H. Waterhouse
Counsel

♦ **MAY the company unilaterally discontinue a wash-up period established by a general foreman and continued for ten years?**

Here's What Happened.

An unusually long wash-up period was authorized by the foreman for a particularly dirty job. After this practice had continued for over ten years, it was discontinued by order of the company when, according to the company, it first came to the attention of the plant superintendent. The union contended that since it was admitted by the company that the foreman had the right to grant permission for this long wash-up period, it was a "condition of employment" such that the company must bargain with the union if it wished to change the practice. As the time required to wash up was half an hour—that was the extra time originally allowed by the foreman—the union claimed the company should pay the employees for an extra half hour at overtime rates for each day they performed that particular job and had to spend their own time at the plant after hours washing up. The company claimed that it terminated the practice as soon as those in responsible management found out about it, and that as there was no wash-up time of any kind provided for in the contract, it had the right to remedy the situation under the management clause.

Was it a "condition of employment" requiring bargaining before the company could discontinue it?

The board of arbitration ruled that the provision in the management clause that it was "subject to agreements and conditions" provided for in the contract so modified management's rights that it was bound by the other contract clause to the effect that it would meet and bargain on all matters pertaining to "conditions of employment." The basic question therefore resolved itself to the single proposition of whether the extra half hour wash-up period was a "condition of employment." In ruling for the union on that question the board determined that the practice was fixed, definite, and acquiesced in, or at least not protested by, the company for many years and therefore must be considered a working condition which could not be changed by unilateral action.

When a second shift employee is absent, are the hours he is supposed to work "overtime" hours under the contract clause outlining how overtime work is to be distributed?

Here's What Happened?

Because of the extent of the absentee rate the company had a long established practice of having a Reserve Crew which was used to fill in shift vacancies. The union had never questioned this practice in negotiations but recently had been raising grievances because of it. The contention of the union under these grievances was that when an employee failed to report on a particular shift the company was obliged to assign this work as overtime to an employee in that classification. The company contended that it could assign any worker in the Reserve Crew if he were capable of doing the work of the absentee, and only when there was no one in the Reserve Crew who was able to do the work did the company assign it as overtime work. About a year before this grievance arose the union raised the issue and the company agreed to call classified men for overtime to replace absent classified men if the union could reduce the absenteeism rate. Instead of reducing it, the absentee rate increased, so the company continued its practice of assigning Reserve Crew workers to fill such vacancies.

Are such hours overtime hours?

The arbitration board decided that the hours of a vacant shift are not necessarily overtime hours. In fact, such hours may be left vacant with nobody working that particular job; or the company may assign available employees on a shift to fill those hours. Only when the company decides it needs the skill and ability of employees who have already worked a regular shift, and calls in one of these employees to do the work, is it necessary to assign the work in accordance with the overtime provision of the contract.

(Continued on page 60)

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Public Relations

By A. Carl Messinger
Public Relations Director

♦ HAVE you slain any saber-toothed tigers? None of my friends have recently.

There was a time, however, when man did this rather frequently. When he dragged the still warm carcass into the cave, Mama's eyes shone. Home was her hero. The family would eat for another week.

What does man bring home today? Not a tiger, bear, or even a brace of rabbits, but the family pay envelope. Do Mama's eyes shine? Possibly a faint twinkle but she's not starry-eyed. The pay envelope is already thin from considerable trimming by the government: income tax and social security. Medical insurance and union dues often nick the total.

Actually, the pay envelope is fatter than most people think; indirect wages, or fringe benefits, average in Connecticut manufacturing about $18 a week for each production worker. But this amount is unseen, and therefore Papa gets no credit.

At a recent meeting of the Manufacturers Association of Connecticut, Ward Duffy, Editor of the Hartford Times said: "We have to offer more than pay envelopes." All too true, but are our families of industry even conscious of what the pay envelope really holds?

What has happened is two things:

1. The pay envelope seems smaller than it actually is.
2. The drama of Papa's accomplishment for the family has gone.

When primitive man dragged in the beast he had killed everyone knew of the blood, sweat and effort he had exerted to win the family food. How many wives and children know what their provider's daily work entails?

Is this the reason why father is becoming less important in today's society?

We used to hear that man in industry was a robot. With automation emphasizing skill and upgrading the individual, this cry is muted. But granting that modern industry puts more emphasis on the individual, does it give him the satisfaction that comes from seeing his contribution to the big picture, of telling his family what he has accomplished?

Taking just a few products made by Connecticut companies as examples, how many men on the production line —or salary workers—have ridden a helicopter, understand that our national defense depends on the ball bearings they help to make, or how an electrical circuit may decrease human labor? The product made in each plant should be related to the welfare of society as a whole in order that each employee may see clearly what his daily work accomplishes.

Public relations, employee relations, community relations—it comes down to the same thing: industry's effort needs to be never ending to educate each new generation concerning the benefits industry gives and the importance each individual has in the whole operation.

As Bill Kilpatrick, the former bombardier turned public relations director of Sikorsky Aircraft, commented recently, "Man needs to be fulfilled by his day's work."

One of the prime purposes of public relations is to give man the understanding necessary to this fulfillment. Then he can again be a hero in the eyes of Mama.

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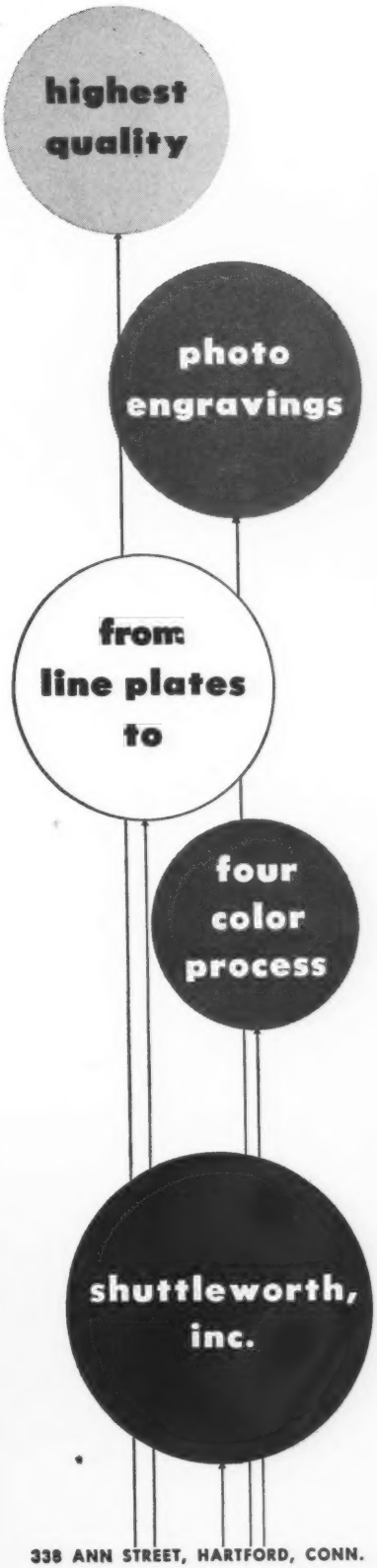

HE FLOATS THROUGH THE AIR

Those who have made voluntary parachute jumps say there are few sensations to equal the first one. There's an eerie feeling of quiet and weightlessness that borders on intoxication. Of course the sensations of those who have had to make jumps out of desperate need are something else again.

But whatever the circumstances, human life hangs by that 'chute in the most literal sense of the word. It is man's link to living in a passage from his unnatural medium, the sky, to his natural one, the earth.

That is why there are few products fashioned by human hands that receive as much painstaking care in their creation, from the choice of materials through inspection and testing to final folding.

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Business Tips

By L. F. Boyce, Jr., School of Business Administration
University of Connecticut

Stock Dividends—A Partial Solution to the Capital Shortage

♦ ONE of the most common indoor sports of business today is the hunt for money to finance the current level of activity, and to meet the demands of an expanding economy. Adequate financial planning requires analysis of the many possible combinations of debt and equity financing, but a good starting point is the retention of funds derived from earnings.

If the directors either own enough stock to control the corporation outright or are indifferent about remaining on the board, it is relatively simple for them to transfer to paid in capital the amount of retained earnings that should remain in the business permanently. In most states, the amount transferred will become part of the legal stated capital, and will not be available for dividends in the future.

Fortunately, the declaration of a stock dividend offers a way for the directors to serve the best interests of the company without the risk of unemployment. Part of the retained earnings is transferred to paid-in capital, and shares of stock equivalent to the amount transferred are issued to the present stockholders in proportion to their holdings on the date of record stipulated when the dividend is declared by the directors. The dividend may be either in the same class of stock or another class, such as preferred shares issued to owners of common stock. This discussion will be confined to distribution of common shares to common stockholders.

A stock dividend of common shares on common stock held is not taxable as ordinary income to the recipient, and there is no capital gains tax involved until the stockholder elects to dispose of his shares. A desirable objective in planning a stock dividend is to avoid disturbing the market price of the stock. A one hundred percent stock dividend presumably would reduce the market price per share to about fifty percent of its prior level. Such a dividend is equivalent to a stock split except that a portion of the retained earnings sufficient to meet the minimum legal requirements is transferred to capital stock. The total market value of the stockholders' investment is no greater than before, so from their viewpoint they have given up hope of receiving cash dividends equivalent to the amount of retained earnings transferred to capital stock without receiving anything of immediate value in return.

If a corporation increases the number of shares outstanding by twenty percent or less, it is reasonable to assume that such a stock dividend will have little or no effect on the market price of the stock, providing that the stock is widely held, and there is an active market for it. Under these circumstances, the stockholder can sell a part of the total shares he holds after the dividend if it is to his advantage to do so. Except for corporations whose stock is closely held, the owner's equity per share usually has little influence on the market price per share. Therefore, a stock dividend gives the stockholders a chance to dispose of a portion of their total equity profitably without reducing the assets of the corporation.

As a minimum, the corporation must comply with legal requirements by transferring to capital stock an amount equivalent to the par value of the dividend shares, or in the case of no par stock an amount usually left to the discretion of the board of directors. If the stock dividend is arranged so that it will not affect the market value of the stock, the minimum legal capitalization requirements do not reflect what happens from the stockholders' viewpoint. They consider that they have received dividend shares with a realizable value equivalent to the current market price, not the par value or a corresponding amount. Consequently, it is generally recognized that the amount transferred from retained earnings to permanent capital should be equal to the fair market value of the dividend shares.

The following illustration compares the effect of receiving either cash dividends or stock dividends on the financial position of a stockholder. Assume that J. B. Head owns ten shares of $100 par value common stock of Canton Corporation for which he paid $1,500. If Canton Corporation pays

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But,
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Analyses of business failures over the years establish the following three major contributing causes:

Inadequate Sales	**50%**
Competitive Weakness	**20%**
Receivables Difficulties	**10%**

Of course, some companies never die, they just fade away and the statistics are lost as to those companies that grind slowly to a halt, quietly pay off their creditors and steal off into the night.

Likely it is true, though, that 7 out of every 10 manufacturers just drift along, trading dollars in mediocrity, never really achieving success, simply because they fail to sell more of what they could make to more customers.

If your company has what it takes by way of plant and equipment, and you have the production know-how and technical skill, chances are you are interested in giving greater attention to selling.

This means selling more to present customers
This means selling more customers
This means selling more profitable new products
This means selling customers who pay their bills

The nutshell is to strengthen the ties of compatibility between the customers' needs and your abilities.

This entire area of customer-manufacturer compatibility is called Marketing and includes market research, new product design, sales promotion and advertising, sales analysis, sales training, distribution organization and that intuitive sense of *timing* responsible for sound sales policies and success.

If you are one who would emphasize Marketing, you are welcome to explore the matter fully for which purpose I will be pleased to be invited to call on you.

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a ten percent cash dividend each year for ten years, Mr. Head will receive $1,000 in dividend income before taxes. It is assumed that he has other dividend income in excess of the amount that is excluded from gross income for tax purposes, and the four percent dividends received credit is ignored because it has no significant effect on the comparison to be made. Mr. Head is unmarried, has no dependents and files a separate tax return. If he remains in the lowest tax bracket (twenty percent) throughout the ten years, he will net $800 from his Canton dividends after federal income taxes. However, if he has a surtax net income of $50,000 a year, his dividend income after federal income taxes would be only $464 from the Canton Corporation stock.

If Canton Corporation paid a ten percent stock dividend per year, and paid cash in lieu of the fractional shares involved, Mr. Head would own twenty shares of stock at the end of ten years and would have received $675 cash instead of fractional shares assuming that the market price of the stock remained at $150 during the decade. He may defer realizing any taxable income other than the $675 for as long as he wishes. For comparison purposes the assumption is made that he sells all shares held at $150 per share towards the end of the eleventh year, but before any dividends are declared in that year. The table below contrasts the total income realized after federal income taxes by Mr. Head if the Canton Corporation had paid either cash dividends or stock dividends during the ten years.

The judicious use of stock dividends in the long term financial planning of a corporation can be advantageous to both the corporation and its stockholders. It would seem to be a wise policy for corporations issuing stock dividends to explain the tax advantages to their stockholders. It is one way in which a corporation can strengthen the loyalty of its investors and induce them to provide additional capital.

	10% Cash Dividends	*10% Stock Dividends*
Total cash dividends received	$1,000	
Cash received in lieu of fractional shares		$ 675
Cash receipts from sale of stock	1,500	3,000
Total cash received	$2,500	$3,675
Deduct cost of shares held	1,500	1,500
Net income before taxes	$1,000	$2,175
If Mr. Head remained in the 20% tax bracket throughout the ten years, the federal income taxes would amount to	200	435
Income realized after tax	$ 800	$1,740
If Mr. Head's surtax net income was $50,000 per year, the federal income taxes would amount to	$ 536	$ 747
Income realized after tax	$ 464	$ 993

And They Called it Safari #1

(Continued from page 14)

to the minimum, Mr. Maynard said "selling—whether a product, a service, or an editorial idea—calls for sizing up, evaluating and understanding the viewpoint of the customer or audience and then follow through to slip the customer your major premise." He gave mathematical proof with blackboard diagrams to demonstrate why industrial editors should spend more time listening to discover the premises of their audience and appreciating their point of view in order that they be better catalysts between management and employees in difficult communications situations.

How to Use a University

Reuben A. Holden, secretary of Yale University, gave a warm welcome to the assembled editors and a detailed outline of the impressive array of Yale facilities, many of which are freely offered to industry and its communicators, but all too little used. He also called attention to the vastness of the research and other facilities available through other colleges and universities and said the universities stand willing to go more than half way to help industrial editors spread the knowledge of these offerings to management and employees.

Tell It to the Boss!

Robert H. Guest, associate director of research in the Yale Technology Project, soon proved he wasn't in the business of back slapping but rather sought to learn what stirred up troubled management-labor matters before wasting time and money in the wrong communications at the wrong time and place. As a result of his researches conducted among real people on many assembly lines, he categorically stated, "Until management learns how to manage right, learns to understand the basic needs of those it is trying to influence, no formal systems of communication . . . can ever be fully

(Continued on page 41)

effective." In effect Mr. Guest stated that the usefulness of a plant newspaper or other media is seriously hampered, and in some cases completely destroyed if management merely uses them as manipulative tools to tell people how to think without first understanding the things that are really important to employees on the job. In positive vein he made a number of useful suggestions to editors on how to influence top management, concluding with the suggestion to "surreptitiously slip a copy of his speech on the boss' desk—then run!

Industrial Psychology

John S. Ellsworth, industrial sociologist at Yale, told in some detail of some of his researches which sought to find ways to determine why people believe as they do, and how he reportedly proved that the greatest source of inefficiency in industry is failure to handle human relations well.

More About Yale

Norman J. Rubin, assistant director of the Yale News Bureau, explained his own job, the work of the Yale News Bureau and how it is a fertile source of stories and material of practical use to the working editor.

EVENING SESSION

Symbolism in City Affairs

Richard C. Lee, New Haven's mayor, a former newspaper writer and director of Yale News Bureau, talked on how the use of symbols in communications with the people of New Haven sparked the long-range redevelopment program now taking place.

Your Changing Audience

Chris Argyris, associate professor of industrial administration at Yale, reiterated in a different vein, some of the observations made by Messrs. Guest and Ellsworth, adding pertinent observations resulting from his researches as follows:

1. Stubborn refusal or inability to consider workers as individuals simply plays into the hands of groups hostile to management's purpose.
2. Too much communication, based upon the anxieties of management rather than the needs of workers, produces a vacuum in which unions are born as a search for power while at the same time fostering a "take it easy" and "dependency" attitude on the part of workers. Under such conditions apathetic workers turn from human values toward materialistic values, thus assuring ascendency of unions and a rising cost of living.

Chairmen and Committee Members

Chairmen of the day's conferences were: Morning Session, Harold N. Weiner, public relations director, Connecticut Association for Mental Health; Luncheon Session, Audrey E. Heusser publications supervisor, Olin-Mathieson Chemical Corp., New Haven; Afternoon Session, Arthur N. Johnson, assistant director of public relations, Chase Brass & Copper Co., Waterbury; Evening Session, Leslie M. Bingham, secretary of MAC, and editor of its magazine, *Connecticut Industry*.

Committee members who planned and executed this outstanding program were: Anne Spinney, chairman, or Safari manager and Herbert Hosking (behind the scenes from the start), planners; Lillian Pedersen, Ruth Sprague, Dorothy Watson, Joyce Shaker, Thomas Bentley, Henry Aubin, photographer, and Herman Cleveland, president of CIEA, who participated in all sessions.

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Accounting Hints

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Variance Analysis in Research and Development

By James Brian Quinn
University of Connecticut

♦ WHILE standard cost accounting systems are frequently useful as tools for the evaluation of production operations, they lack validity as evaluation devices for research and development (RD) efforts. In the RD sphere cost accounting proves much more useful as a planning aid than as a measurement of the effectiveness of research performance.

Cost Accounting Widely Used In RD

Several recent studies have indicated that almost all concerns use cost accounting techniques, of one sort or another, to "control" research and development cost and engineering expenditures. In most of the reported systems, budgets are prepared by organizational units. Within each organizational unit, costs are normally budgeted by project for the forthcoming six months to one year. Monthly summaries of actual costs by projects and organizational units are prepared and compared against budget estimates. Developed variances are then analyzed using the ordinary cost accounting techniques.

Difficulties in Variance Interpretation

One should be extremely cautious in interpreting the variances derived from these systems. In the strictist sense, it is possible in RD accounting to develop: (1) "volume variances" for deviations from the overhead absorbtion plan, (2) "efficiency variances" which demonstrate how much more or less money than the original estimate was spent on each project during a given period, and (3) "price variances" which demonstrate the effects on project costs and organizational costs of unforeseen changes in material prices or wage rates. However, one should certainly *not* interpret these variances as measures respectively of: (1) the efficiency of the utilization of the fixed assets of research, (2) the efficiency of personnel in attacking the research problems, and (3) the efficiency of materials procurement or of personnel utilization on projects.

"Volume Variances"

Overhead absorbtion variances based upon direct labor ratios for organization units are normally simply indications that scientific personnel could not be hired at the desired rate or that the planned personnel base was not realized. "Volume variances" of charges absorbed on a labor basis by projects generally mean only that scientists were not assigned to the project at the planned rate. In neither case do they measure the efficiency of fixed plant utilization.

Variances of absorbed overhead based upon space allocation charges are more meaningful for organizational units. On the other hand, RD activities are frequently so fluid in their space requirements that space charges may be extremely difficult to allocate to various projects. When overhead charges are based upon space utilized by the project, overhead variances by project should be viewed with skepticism. Thus, "volume variances," either by organizational units or by projects, are not indications of the efficiency of fixed plant utilization.

"Efficiency Variances"

Variances of actual RD labor charges from the planned labor costs can rarely be interpreted as measures of efficiency in project prosecution. First, definite tangible goals, even short term goals, are difficult to establish in research. In RD it is common to spend time on a project directed toward one objective, only to come up with results which are either of negative tangible value or of application only in some completely unexpected area. The more advanced the research, the more difficult it is to establish tangible goals and to compare tangible results of any sort. Goals are so indefinite that it is often a matter of executive decision whether a goal has actually been reached or not. For this reason, projects are often simply budgeted in given areas of work for the entire period of the budget. Concrete goals are often not defined, and the attainment of any goal may not be reflected in the accounting system.

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Thus, the accounting analyst is left to compare total time expenditures for an entire year in a sphere of research with estimates of planned expenditures for that year. The only valid conclusion he can draw from this comparison is that personnel originally scheduled for the project were or were not assigned to it.

Even if goals or sub-goals are clearly established, as they may be in more applied research, conclusions concerning efficiency of project accomplishment may not be valid. Because of the lack of repetition in RD, no objective methods are available for establishing time standards for the completion of experimentation on a certain project. Past experience offers only a crude guide to necessitated efforts on future projects. Estimates of the time required to accomplish even the most tangible objectives may be extremely inaccurate. In addition to the difficulties of making accurate time projections, accomplishment of goals is greatly affected by uncontrollable factors. Many research executives have said that there is always a question as to whether credit for research accomplishments should be given to the scientists or to God. "Pure luck" or "chance" is often a major factor in determining the speed of success in research. Therefore, even if time forecasts are accurate, the analyst is always left with the question, "Was the research accomplished with efficiency or simply by luck?"

In making judgments concerning the efficiency of accomplishments of even the most definite goals, the analyst is forced to compare doubtful standards against actual costs which may be widely affected by uncontrollable factors. In more advanced RD programs, in addition to the above difficulties, there are no definite goals toward which projects may be directed. If there are no goals for accomplishment, it is clear that efficiency of accomplishment can not be measured by standard cost techniques.

Price Variances

Price variances represent the differences in actual and planned unit costs of time and materials.

Because of the tentative nature of estimates in RD (caused by the lack of repetition in the operation), unit cost standards are not as meaningful as they are in manufacturing operations. In dealing with the unknown, the scientist is unable to estimate with accuracy his requirements for materials or equipment. As a result, the mix of products actually bought for the project is apt to be so different from the planned mix that price comparisons are meaningless.

The labor "price variance" is generally due simply to a change in personnel assignments to the project. These changes in assignment may be reflections of unexpected complications in the technical problem or of changed emphasis on the particular activity. The labor "price variance," intelligently interpreted, does offer research management a measure of the cost of its change of plans. Used in this fashion the labor "price variance" is perhaps the most easily understood and meaningful of the RD variances developed by standard techniques.

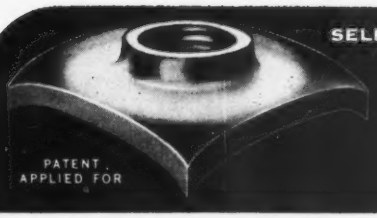
It is interesting to note that most research executives do not consider their ability to stay within the total RD budget a measure of the efficiency of their operations or of their management capabilities. Most research executives claim that they can easily budget within 1%-2% of their actual expenses for the year. Many say that, if they were required to do so, they could hit their budgets "on the head" every year. This is simply an indication that the major factor in research costs is labor and that research labor is easily controllable in the aggregate. By hiring or not hiring people, the research director can "control" his total expenses very accurately.

However, such "control" could be extremely costly to the concern. The objective of research is to produce technology at a rate sufficient to support the growth and competitive objective of the concern. In evaluating the research effort, therefore, the executives should be more concerned with the rate at which applicable technology is coming out of research than with ±2% expenditure variances.

The function of the cost accountant in evaluating over-all RD expenditures is to warn management that it may have to reappraise the current RD commitment rate. The cost accountant should observe and report organizational variances. For him to interpret such variances as measures of research effectiveness would be unwise in the extreme. The only measure of research effectiveness is the rate at which usable technology flows into the organization.

Summary

In research and development, standard cost accounting techniques should be used with even greater-than-usual caution in interpreting variances of actual costs from standards. Goals are difficult to define in RD, and attainment of goals cannot always be objectively established. Estimated time and materials expenditures required to accomplish even concrete project goals are extremely tenuous, and comparisons with these inaccurate standards should be performed with exceeding care.



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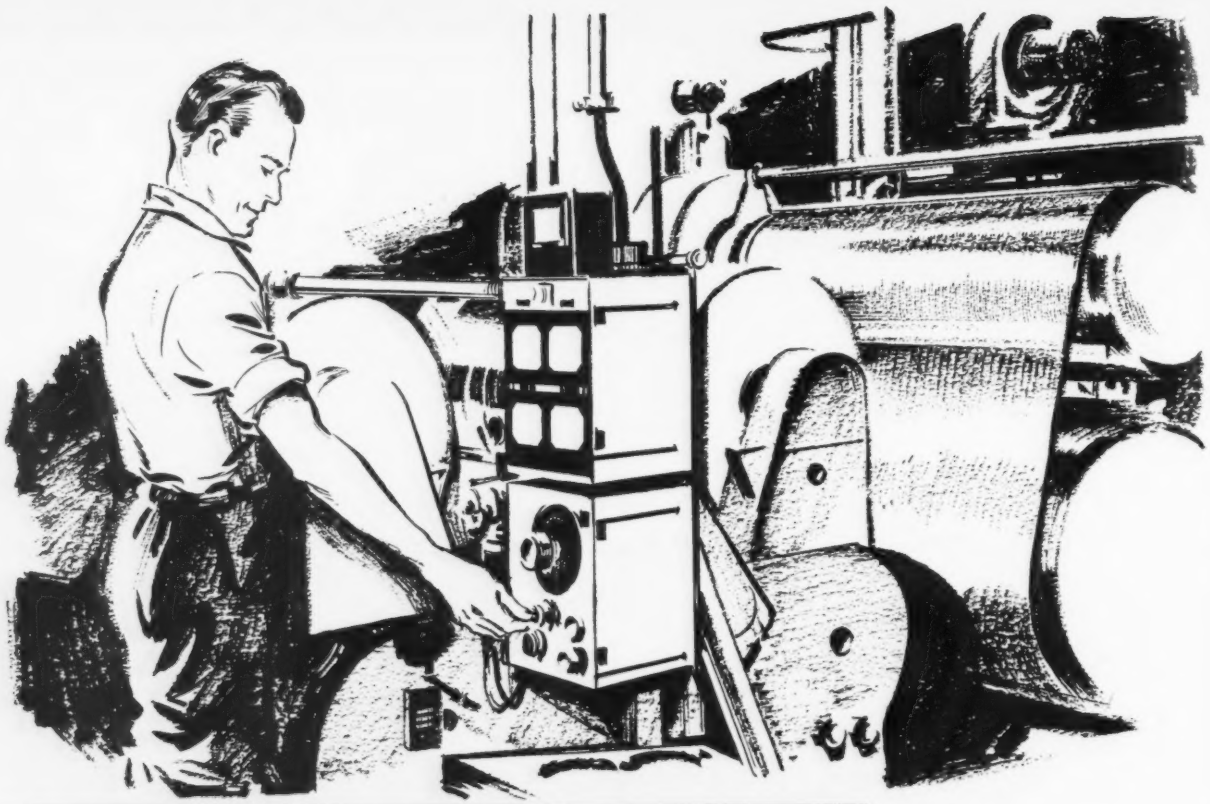


Kilowatts in Industrial Production

Electric power . . . readily available . . . provides Connecticut workers with tools, control devices and lighting at the touch of a switch. To supplement human strength, skill and carefulness, ingenious machines and controls assist Connecticut workers to maintain their position among the most highly skilled and productive in the world.

Where quantities of materials are being moved, electric conveyors, trucks and drives carry the load. Advanced lighting techniques establish light levels for accurate processing without eye-strain and accompanying errors, accidents and slow-downs. Electric safety devices automatically supervise manufacturing equipment to eliminate dangers.

The use of electric power in Connecticut industry is an increasing factor. From 1951 to 1955 electric power use by Connecticut industries increased from 1,941,000,000 to 2,398,000,000 kilowatt hours . . . an increase of 23.5%. From 1954 to 1955 there was an increase of 9.8%. This happened while the number of industrial firms increased only 4.75% . . . from 4,313 in 1951 to 4,517 in 1955.

What does this mean to industry in Connecticut?

It means that the dynamic growth of Connecticut Industry must be preceded by electric service expansion . . . to have power available before it is needed . . . to keep Connecticut a good place for industry . . . where workers can count upon the electric power they need to produce more goods economically and contribute to greater prosperity.

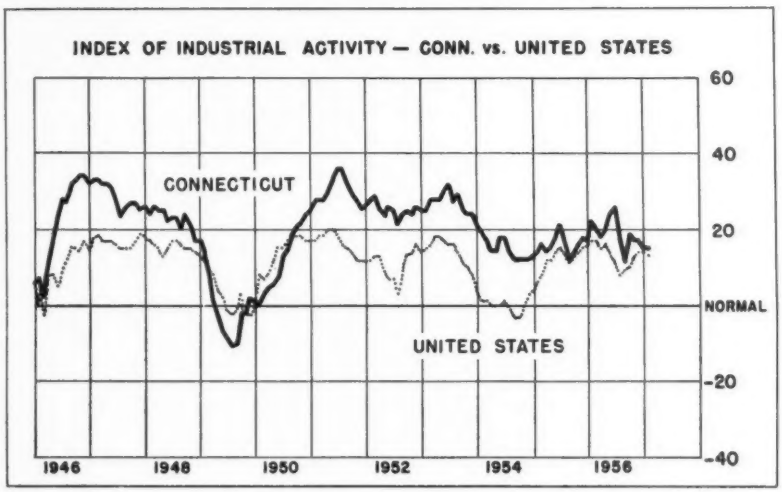
The investor owned electric utility companies of Connecticut ever mindful of the greatly increased loads to come, are looking ahead and taking the necessary steps to provide ample power for our growing economy.

THE CONNECTICUT LIGHT AND POWER COMPANY
THE CONNECTICUT POWER COMPANY
THE HARTFORD ELECTRIC LIGHT COMPANY
THE HOUSATONIC PUBLIC SERVICE COMPANY
THE UNITED ILLUMINATING COMPANY

Business Pattern

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

Business at 15% above normal



♦ DURING January, business in Connecticut did not show any noticeable change from the 15% above normal recorded in the preceding month.

Employment in the manufacturing industries continued at the December level of 436,000 workers.

Initial claims for unemployment benefits were less than year-end peaks. This points to a lower level of unemployment in the immediate future.

Retail sales, bank debits, and ordinary life insurance sales were strong. Inclement weather, however, during a good portion of the month had a tempering influence on rail shipments and construction activity.

The U.S. Index for January declined fractionally to 13% above normal.

Earnings

In January average hourly earnings for Connecticut factory workers remained at the record level of $2.05.

However, there are noticeable differences among labor areas.

The first area to reach the $2.00 average was Stamford in 1954, followed by Hartford and Bridgeport during '55 and by Waterbury, this past year.

Cutbacks in hardware and electrical manufacturing in New Britain slowed its 1956 advance. Meantime, New Haven's average rose to a rate of $1.97.

Strikes

Latest available data issued by the State Department of Labor indicates that in 1956, Connecticut once again lost proportionately less time due to strikes than did the U.S. as a whole.

The percent of man-days lost by Connecticut workers during 1956 was one third less than in 1955.

On the national scene, time lost due directly to strikes rose 20% above 1955 levels.

Employment

Attention is often directed to the fact that of the State's total non-farm workers, one half are engaged in manufacturing.

It is interesting to analyze the composition of this important industrial force.

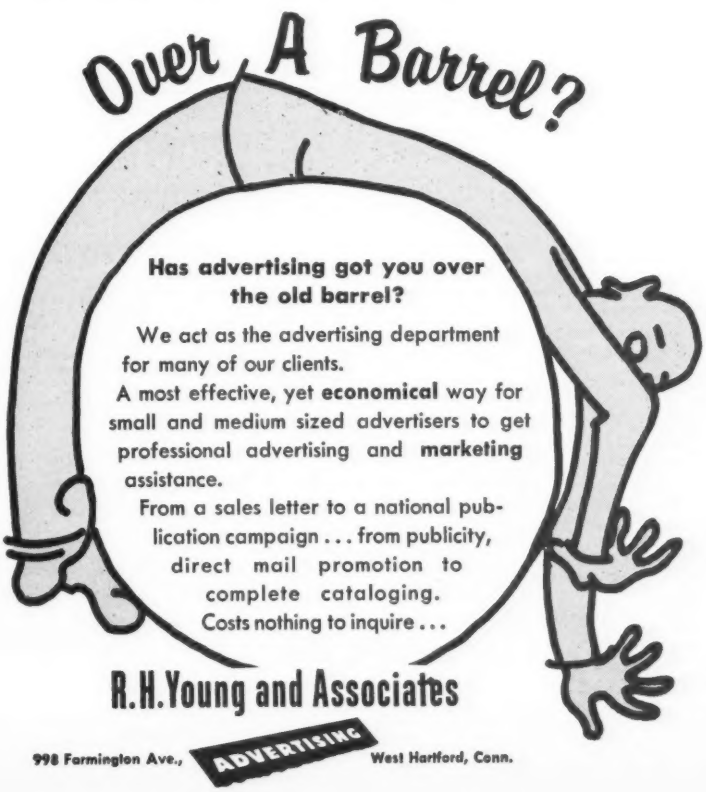
Three out of every four manufacturing employees work in the metallic (durable goods) industries, such as metal-fabricating, aircraft and machinery.

It may also be noted that there has been little fluctuation in recent years in the workforce of the non-metallic industries, taken as a group. This would include those engaged in such fields as chemicals, furniture and rubber.

Consumer Credit

In recent months the gap between the amount of consumer installment credit being extended and that being repaid has begun to widen.

As a result of this condition, total installment credit outstanding continues to grow. Over $31.5 billion is presently owed.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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Listing rates (12-time insertions only): $6.00 for single listing. When several listings are ordered for insertion at the same time following multiple rates apply: $10 for two and $2.00 each beginning with the third.

(Advertisement)

Accounting Forms
Baker-Goodyear Co The — New Haven

Accounting Machines
Underwood Corporation — Bridgeport

Adding Machines
Underwood Corporation — Bridgeport

Adhesives
Polymer Industries Inc — Springdale
Raybestos Division Raybestos-Manhattan Inc — Bridgeport

Advertising Mats
ADS Inc Div CSW Plastic Types Inc — Hartford
Lockwood Sons Inc Wm H — Hartford

Advertising Plates
ADS Inc Div CSW Plastic Types Inc — Hartford
Lockwood Sons Inc Wm H — Hartford

Advertising Specialties
H C Cook Co The 32 Beaver St — Ansonia
Halco Co — New Haven

Aerosol Products
Bridgeport Brass Company — Bridgeport

Air Compressors
Spencer Turbine Co The — Hartford

Air-Conditioning
Dunham-Bush Inc — West Hartford
Norwalk Airconditioning Corp The (forced air heating units oil fired) — South Norwalk

Air Ducts
Wiremold Co The (Retractable) — Hartford

Air Heaters—Direct Fired
Peabody Engineering Corporation — Stamford

Air Impellers
The Torrington Manufacturing Co — Torrington

Aircraft
Sikorsky Aircraft Division United Aircraft Corporation (helicopters) — Bridgeport

Aircraft Accessories
Chandler Evans Div Pratt & Whitney Co Inc. (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek Plugs) — West Hartford
Fenn Mfg Co The (Hardened and Ground Gears assemblies) — Newington
Gabb Special Products Div E Horton & Son Company (filler caps—pressure fuel servicing systems) — Windsor Locks
Hamilton Standard Div United Aircraft Corp (propellors and other aircraft equipment) — Windsor Locks
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems) — Danbury
Russell Manufacturing Company The (CAA approved safety belts; webbing and hardware for safety belts; shock rings and shock cord; ring and cord hardware; webbing for all aircraft applications) — Middletown

Aircraft Engine Timing Tools
Gabb Special Products Div E Horton & Son Company — Windsor Locks

Aircraft Engines
Lycoming Division Avco Manufacturing Corp — Stratford

Aircraft Fasteners
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) — Waterbury

Aircraft Instruments
Gorn Electric Company Inc — Stamford

Aircraft—Repair & Overhaul
Airport Department Pratt & Whitney Aircraft Division — Rentschler Field East Hartford

Aircraft Sheet Metal Work
Aero Form Co — New Haven

Aircraft Studs & Bolts
Britton Mfg Co Inc — Hartford

Aircraft Test Equipment
United Manufacturing Co Division of The W L Maxson Corp — Hamden

Alumilite Aluminum Sheets
Leed Co The H A — Hamden

Aluminum Bronze Castings
Knapp Foundry Company Inc — Guilford

Aluminum Castings
Eastern Malleable Iron Company The — Naugatuck
Newton-New Haven Co 688 Third Avenue — West Haven
Charles Parker Company The — Meriden

Aluminum Extrusions
Bridgeport Brass Company — Bridgeport

Aluminum Forgings
Bridgeport Brass Company — Bridgeport
Consolidated Industries Inc — West Cheshire
Scovill Manufacturing Company — Waterbury 91

Aluminum Ingots
Lapides Metals Corp — New Haven

Aluminum Sand Castings
Bridgeport Deoxidized Bronze Corp — Bridgeport

Aluminum—Sheet and Rod
Scovill Manufacturing Company — Waterbury

Aluminum—Sheets & Coils
United Smelting & Aluminum Co Inc — New Haven

Ammunition
Arms and Ammunition Div Olin Mathieson Chemical Corp — New Haven
Remington Arms Co Inc and Peters Cartridge Div — Bridgeport

Anodizing
Comco Inc Div of Enthone Inc — New Haven
Leed Co The H A — Hamden
Light Metals Coloring Co Inc — Watertown

Anodizing Equipment
Comco Inc Div of Enthone Inc — New Haven

Asbestos
Auburn Manufacturing Company The (gaskets, packings, wicks) — Middletown

Asarcon Bronze
Knapp Foundry Company Inc (bushing & bearing stock) — Guilford

Assemblies—Small
Barnes Co The Wallace Div Associated Spring Corp — Bristol
Greist Manufacturing Co The — New Haven
Humason Mfg Co The — Forestville
J H Sessions & Son — Bristol

Automatic Buffing & Polishing Machines
Harper Buffing Machine Company The — East Hampton

Auto Cable Housing
Wiremold Company The — Hartford

Automatic Control Instruments
Bristol Co The (temperature, pressure, flow, humidity, time) — Waterbury

Automobile Accessories
Kilbourn-Sauer Company (lights and other accessories) — Fairfield

Automotive Bodies
Metropolitan Body Company — Bridgeport

Automotive Parts
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co (automobile thermostats) — Milford
Eis Manufacturing Co (Hydraulic and Mechanical) — Middletown
Raybestos Division of Raybestos-Manhattan Inc (Brake Lining, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber) — Bridgeport

Automotive & Service Station Equipment
Scovill Manufacturing Company (Canned Oil Dispensers) — Waterbury 91

Automotive Tools
Eis Manufacturing Company — Middletown

Bags—Paper
Continental Can Co Paper Container Div — Kensington

Bakelite Moldings
Watertown Mfg Co The — Watertown

Balls
Abbott Ball Co The (steel bearing and burnishing) — Hartford
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) — Hartford
Kilian Steel Ball Corp The — Hartford
Pioneer Steel Ball Company Inc (steel for bearings, burnishing, graining; also brass, bronze and stainless) — Unionville
Superior Steel Ball Co Inc (steel bearings & burnishing material) — New Britain

Banbury Mixers
Farrel-Birmingham Company Inc — Ansonia

Barrels
Abbott Ball Co The (burnishing and tumbling) — Hartford
Esbec Barrel Finishing Corp. (burnishing & tumbling) — Byram
Hartford-Steel Ball Co The (tumbling) — Hartford

Baskets—Wire
Rolock Inc — Fairfield

Bathroom Accessories
Charles Parker Co The — Meriden

Batteries
Electrical Div Olin Mathieson Chemical Corp (flashlight, radio, hearing aid and others) — New Haven

Bearing Testers
Sperry Products Inc — Danbury

Bearings
Barden Corporation The (ball) — Danbury
Fafnir Bearing Co (ball) — New Britain
Marlin-Rockwell Corporation — Plainville
New Departure Div of General Motors (ball) — Bristol
Norma-Hoffmann Bearings Corp (ball and roller) — Stamford

Bellows Assemblies
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co — Milford

Bellows—Metallic
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co — Milford

Bells
Bevin Brothers Mfg Co — East Hampton
Gong Bell Co The — East Hampton
N N Hill Brass Co The — East Hampton

Belt Fasteners
Saling Manufacturing Company (patented self-aligning) — Unionville

Belting
Hartford Belting Co — Hartford
Russell Mfg Co The — Middletown

Bends—Pipe or Tube
National Pipe Bending Co The — 160 River St New Haven

Bicycle Coaster Brakes
New Departure Div General Motors Corp — Bristol

Bicycle Sundries
New Departure Div General Motors Corp — Bristol

Binders Board
Colonial Board Company — Manchester

Blacking Salts for Metals
Enthone Inc — New Haven
Mitchell-Bradford Chemical Co — Bridgeport

Black Oxide Finishing
Black Oxide Inc — New Britain

Black Oxide Treatment
Bennett Metal Treating Co The — 1045 New Britain Ave — Elmwood

Blades
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) — Hartford

Blocks
Howard Company (cupola fire clay) — New Haven

Blower Fans
Colonial Blower Company — Plainville
Spencer Turbine Co The — Hartford

(Advt.)

IT'S MADE IN CONNECTICUT

Blower Systems
Colonial Blower Company — Plainville
Ripley Co — Middletown

Blower Wheels
Torrington Manufacturing Company The — Torrington

Blueprints and Photostats
Joseph Merritt & Co — Hartford

Boilers
Bigelow Co The — New Haven
General Electric Company (Residential oil and gas fired steam and hot water) — Bridgeport

Bolts and Nuts
Clark Brothers Bolt Co — Milldale

Boring Tools
Atrax Company The (solid carbide) — Newington

Box Board
Bird & Son Inc — New Britain
Federal Paper Board Co Inc — Montville, New Haven & Versailles
Lydall & Foulds Paper Co The — Manchester
Robertson Paper Box Co — Montville
Gair Company Inc Robert — Montville
New Haven Board and Carton Co The — New Haven

Boxes
Bird & Son Inc (corrugated, solid fibre, cleated containers) — New Britain
Connecticut Container Corporation — New Haven
Gair Company Inc Robert (corrugated and solid fibre shipping containers) — Portland
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) — Durham
Middletown Mfg Co (metal) — Middletown
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup) — Bridgeport

Boxes and Crates
City Lumber Co of Bridgeport Inc The — Bridgeport

Boxes—Folding
Leshine Carton Co — Branford

Boxes—Metal
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes) — Durham
Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity) — Waterbury

Boxes—Paper—Folding
Atlantic Carton Corp — Norwich
Bridgeport Paper Box Co — Bridgeport
Carpenter-Hayes Paper Box Co Inc — East Hampton
Curtis & Sons Inc S — Sandy Hook
Folding Cartons Incorporated (paper, folding) — Versailles
Gair Company Inc Robert — Montville
H J Mills Inc — Bristol
National Folding Box Co Div Federal Paper Board Co Inc (paper folding) — New Haven and Versailles
New Haven Board and Carton Co The — New Haven
Robertson Paper Box Co — Montville
Warner Bros Co The — Bridgeport

Boxes—Paper—Setup
Bridgeport Paper Box Co. — Bridgeport
Heminway Corporation The — Waterbury
H J Mills Inc — Bristol
Strouse Adler Company The — New Haven
Warner Bros Co The — Bridgeport

Braid—Elastic & Non-elastic
Essex Mills Inc — Essex

Brake Cables
Eis Manufacturing Co — Middletown

Brake Linings
Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial) — Bridgeport
Russell Mfg Co The — Middletown

Brake Service Parts
Eis Manufacturing Co — Middletown

Brass & Bronze
American Brass Co The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Rolling Mills Company (coil, sheet, strip) — Bridgeport
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (sheet, wire, rods) — Bristol
Chase Brass & Copper Co — Waterbury
Miller Company The (phosphor bronze and brass in sheets, strips, rolls) — Meriden
Plume & Atwood Mfg Co The (sheet, wire, rod) — Thomaston
Scovill Manufacturing Company — Waterbury 91
Seymour Mfg Co The (strip, sheet & wire) — Seymour
Tinsheet Metals Co The (sheets and rolls) — Waterbury
Western Brass Mills Division of Olin Industries Inc (sheet, strip) — New Haven

Brass & Bronze Ingot Metal
Mitchell Smelting & Refining Co Inc — Botsford
Plume & Atwood Mfg Co The — Thomaston
Whipple and Choate Company The — Bridgeport

Brass, Bronze, Aluminum Castings
Charles Parker Company The — Meriden
Victors Brass Foundry Inc — Guilford

Brass Goods
American Brass Company The — Waterbury
Plume & Atwood Mfg Co The (to order) — Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares) — Milford
Scovill Manufacturing Company (to order) — Waterbury 91
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Brass Mill Products
American Brass Company The — Waterbury
Bridgeport Brass Co — Bridgeport
Chase Brass & Copper Co — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company — Waterbury 91
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Breathing Equipment
Cycle-Flo Company The — Milford

Brick-Building
Donnelly Brick Co The — New Britain

Bricks—Fire
Howard Company — New Haven
Mullite Refractories Co The — Shelton

Bright Wire Goods
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) — New Haven

Broaching
Hartford Special Machinery Co The — Hartford

Bronze & Aluminum Castings
Charles Parker Co — Meriden
Knapp Foundry Company Inc (rough or machined) — Guilford

Bronze Sand Castings
Bridgeport Deoxidized Bronze Corp — Bridgeport

Brooms—Brushes
Fuller Brush Co The — Hartford

Buckles
B Schwanda & Sons — Staffordville
G E Prentice Mfg Co The — Kensington
Hawie Mfg Co The — Bridgeport
North & Judd Manufacturing Co — New Britain
Patent Button Co The — Waterbury
Risdon Manufacturing Co John M — Russell Div Naugatuck

Buffing & Polishing Compositions
Apothecaries Hall Co — Waterbury
Lea Mfg Co — Waterbury

Building Materials
City Lumber Co. of Bridgeport, Inc. — Bridgeport

Burners
Plume & Atwood Mfg Co The (kerosene oil lighting) — Thomaston

Burners—Automatic
Peabody Engineering Corporation — Stamford

Burners—Coal and Oil
Peabody Engineering Corporation (Combined) — Stamford

Burners—Gas
Peabody Engineering Corporation (Blast Furnace) — Stamford

Burners—Gas and Oil
Peabody Engineering Corporation (Combined) — Stamford

Burners—Refinery
Peabody Engineering Corporation (For Gas and Oil) — Stamford

Burnishing
Abbott Ball Co The (Burnishing Barrells and Burnishing Media) — Hartford
Pioneer Steel Ball Company Inc (balls, cones, other metallic shapes) — Unionville

Burs
Atrax Company The (carbide) — Newington
Pratt & Whitney Co Inc — West Hartford

Busways
Distribution Assemblies Department, General Electric Co — Plainville

Buttons
B Schwanda & Sons — Staffordville
Frank Parizek Manufacturing Co The — Putnam
Patent Button Co The — Waterbury
Scovill Manufacturing Company (Uniform and Tack Fasteners) — Waterbury 91
Waterbury Companies Inc (Uniform and Fancy Dress) — Waterbury

Cabinets
Charles Parker Co The (medicine) — Meriden

Cabinet Work
Hartford Builders Finish Co — Hartford

Cable—Asbestos Insulated
Rockbestos Products Corp — New Haven

Cable-Interlocked Armor
General Electric Company — Bridgeport

Cable—Nonmetallic Sheathed
General Electric Company — Bridgeport

Cable—Service Entrance
General Electric Company — Bridgeport

Cages
Andrew B Hendryx Co The (bird and animal) — New Haven

Cams
American Cam Company Inc — Hartford
Hartford Special Machinery Co The — Hartford
Rowbottom Machine Company Inc — Waterbury

Cams, 2 Dimensional
Parker-Hartford Corporation — Hartford

Cams, 3 Dimensional
Parker-Hartford Corporation — Hartford

Canvas Products
F B Skiff Inc — Hartford

Capacitors
Electro Motive Mfg Co Inc The (mica & trimmer) — Willimantic

Carbide Drawing Dies
State Products Co (eyelet special shape dies) — Oakville

Carbide Shape Dies
Thomaston Tool & Die Co (any form) — Thomaston

Carbide Tools
Atrax Company The (solid) — Newington
Precision Tool & Die Co — Waterbury

Card Clothing
Standard Card Clothing Co The (for textile mills) — Stafford Springs

Card Indexes
Wassell Organization Inc — Westport

Carpenter's Tools
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vices) — New Haven

Carpet
B F Goodrich Sponge Products Division — Shelton

Carpet Cushion
B F Goodrich Sponge Products Division — Shelton

Carpets and Rugs
Bigelow-Sanford Carpet Co — Thompsonville

Casters
Bassick Company The (Industrial and General) — Bridgeport

Casters—Industrial
George P Clark Co — Windsor Locks

Castings
Connecticut Foundry Co (grey iron) — Rocky Hill
Connecticut Malleable Castings Co (malleable iron castings) — New Haven
Charles Parker Company The (brass, bronze, aluminum) — Meriden
Ductile Iron Foundry Inc — Stratford
Eastern Malleable Iron Company The (malleable iron, metal and alloy) — Naugatuck
Farrel-Birmingham Company Inc (Meehanite, Nodular, Iron, Steel) — Ansonia
H. R. Engineering Laboratories Inc (centrifugal steel mold) — East Haddam
Hartford Electric Steel Corp The (stainless steel) — Hartford
Plainville Casting Company (gray, alloy and high tensile irons) — Plainville
Malleable Iron Fittings Co (malleable iron and steel) — Branford
McLagon Foundry Co (grey iron) — New Haven
Newton-New Haven Co (zinc and aluminum) — 688 Third Ave West Haven
Nutmeg Crucible Steel Co. (steel) — Branford
Philbrick-Booth & Spencer Inc (grey iron) — Hartford
Producto Machine Company The — Bridgeport
Scovill Manufacturing Company (Brass & Bronze) — Waterbury 91
Turner & Seymour Mfg Co The (gray iron, semi steel and alloy) — Torrington
Union Mfg Co (grey iron & semi steel) — New Britain
Waterbury Foundry Company The (highway & sash weights) — Waterbury
Wilcox Crittenden & Co Inc (gray iron and brass) — Middletown

(Advt.)

Castings—Investment
Arwood Precision Casting Corp — Groton

Cement-filler
Clark Cast Steel Cement Company (iron) — Clinton

Cements—Refractory
Mullite Refractory Co The — Shelton

Centerless Grinding
Winsted Centerless Co — Winsted

Centers
Ready Tool Co The (anti friction, carbide tipped, high speed) — Bridgeport

Chain
Risdon Manufacturing Co John M Russel Div — Naugatuck
Turner and Seymour Mfg Co The (weldless, sash, jack, safety, furnace, universal, lion and cable) — Torrington

Chain—Bead
Auto-Swage Products Inc — Shelton
Bead Chain Mfg Co The — Bridgeport

Chain—Power Transmission and Conveying
Whitney Chain Company — Hartford

Chairs
The Hitchcock Chair Company — Riverton

Chemical Analysis
State Testing Laboratory — Bridgeport

Chemical Manufacturing
Carwin Company The — North Haven

Chemicals
Apothecaries Hall Co — Waterbury
Carwin Company The — North Haven
Macalaster Bicknell Company — New Haven
MacDermid Incorporated — Waterbury
Naugatuck Chemical Division United States Rubber Co — Naugatuck
New England Lime Company — Canaan
Pfizer & Co Inc Chas — Groton
United States Chemical Corp (maintenance and powdered hand soap, floor waxes, cleaners, disinfectants, fuel additives) — New Haven

Chemicals—Agriculture
Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed killers) — Naugatuck

Christmas Light Clips
Foursome Manufacturing Co — Bristol

Chromium Plating
Chromium Corp of America — Waterbury
Chromium Process Company The — Shelton
City Plating Works Inc — Bridgeport

Chucks
Cushman Chuck Co The — Hartford
Horton Chuck Div The E Horton & Son Company — Windsor Locks
Jacobs Manufacturing Co The — West Hartford
Union Manufacturing Company — New Britain

Chucks—Drill
Jacobs Manufacturing Co The — West Hartford

Chucks & Face Plate Jaws
Cushman Chuck Co The — Hartford
Union Mfg Co — New Britain
Horton Chuck Div The E Horton & Son Company — Windsor Locks

Chucks—Power Operated
Cushman Chuck Co The — Hartford
Union Manufacturing Company — New Britain

Circuit Breakers
Trumbull Components Department, General Electric Co — Plainville

Circulating Pumps
Corley Co Inc The — Plainville

Clay
Howard Company (Fire Howard "B" and High Temperature Dry) — New Haven

Cleaning Compounds
Enthone Inc (Industrial) — New Haven

Cleansing Compounds
MacDermid Incorporated — Waterbury

Clock Mechanisms
Lux Clock Mfg Co The — Waterbury

Clocks
E Ingraham Co The — Bristol
Seth Thomas Clocks — Thomaston
United States Time Corporation The — Waterbury

Clocks—Alarm
Lux Clock Mfg Co The — Waterbury

Clocks—Automatic Cooking
Lux Clock Mfg Co The — Waterbury

Clutches
Snow-Nabstedt Gear Corp The — New Haven

Clutch Facings
Raybestos Division of Raybestos-Manhattan Inc (Molded, Woven, Semi-metallic and Full-metallic) — Bridgeport
Russell Mfg Co The — Middletown

Coatings
Bischoff Chemical Corporation (Peelable Plastic Coatings) — Ivoryton

Coil Winding Machines
Boesch Mfg Co Inc — Danbury

Coils
Dano Electric Company — Winsted

Coils—Electric
Bittermann Electric Company — Canaan

Coils—Pipe or Tube
National Pipe Bending Co The — 160 River St New Haven
Whitlock Manufacturing Co The — Hartford

Cold Molded Electrical Insulation
Meriden Molded Plastics — Meriden

Commercial Heat Treating
A F Holden Company The — 52 Richard St West Haven

Commercial Truck Bodies
Metropolitan Body Company — Bridgeport

Compacts
Scovill Manufacturing Company (powder and rouge) — Waterbury

Comparators
Pratt & Whitney Co Inc (Electro-limit and Air-O-Limit) — West Hartford

Compressors
Norwalk Company Inc (high pressure air and gas) — South Norwalk

Computers
Newton Co The (electronic) — Manchester
Reflectone Corporation The — Stamford

Concrete Products
Plastricrete Corp — Hamden

Condenser and Heat Exchanger Tubes
Bridgeport Brass Company — Bridgeport
Scovill Manufacturing Company — Waterbury

Cones
Sonoco Products Co (Climax-Lowell Div) (Paper) — Mystic

Consulting Engineers
McNeal J D (Electrical and Electronic) — New Haven
Standish Associates, Inc. — Fairfield
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave — Hartford

Continuous Mill Gages
Pratt & Whitney Co Inc — West Hartford

Contract Machining
Laurel Mfg Co Inc (Precision Production Small Parts) — Plainville
Malleable Iron Fittings Company — Branford
Charles Parker Co — Meriden

Contract Manufacturers
Fenn Mfg Co The (Precision Machine Work) — Newington
Greist Mfg Co The (metal parts and assemblies) 503 Blake St — New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications) — Durham
Charles Parker Co (sheet metal fabricators) — Meriden
Plume & Atwood Mfg Co The (metal parts and assemblies) — Thomaston
Scovill Manufacturing Company (metal parts and assemblies) — Waterbury 91
J H Sessions & Son — Bristol

Controllers
Bristol Company The — Waterbury
Manning Maxwell & Moore Inc — Stratford

Controls—Remote
Panish Controls (Remote Controls for Marine & Aeronautic Applications) — Bridgeport

Controls Remote, Hydraulic
Sperry Products Inc — Danbury

Converters DC to AC
Electric Specialty Co — Stamford

Conveyor Systems
Leeds Conveyor Mfg Co The — East Haven
Production Equipment Co — Meriden

Copper
American Brass Corp The (sheet, wire, rods, tubes) — Waterbury
Bridgeport Brass Company (sheet, rod, wire and tubing) — Bridgeport
Bristol Brass Corp The (steel) — Bristol
Chase Brass & Copper Co (sheet, rod, wire tube) — Waterbury
Thinsheet Metals Co The (sheets and rolls) — Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp — New Haven

Copper Castings
Knapp Foundry Company Inc — Guilford

Copper Sand Castings
Bridgeport Deoxidized Bronze Corp — Bridgeport

Copper Sheets
American Brass Company The — Waterbury
New Haven Copper Co The — Seymour

Copper Shingles
New Haven Copper Co The — Seymour

Copperware
Bridgeport Brass Company (cooking utensils) — Bridgeport

Copper Water Tube
American Brass Company The — Waterbury
Bridgeport Brass Co — Bridgeport

Cords—Asbestos Insulated
General Electric Company — Bridgeport

Cords—Braided
General Electric Company — Bridgeport

Cords—Heater
Essex Mills Inc — Essex
General Electric Company — Bridgeport

Cords—Portable
General Electric Company — Bridgeport

Cord Sets—Electric
General Electric Company — Bridgeport
Seeger-Williams Inc — Bridgeport

Cork Cots
Sonoco Products Co (Climax-Lowell Div) — Mystic

Correspondence Files
Wassell Organization Inc — Westport

Corrugated Box Manufacturers
Connecticut Container Corporation — New Haven
Corrugated Containers Inc — Hartford

Corrugated Shipping Cases
Connecticut Container Corporation — New Haven
Connecticut Corrugated Box Div Robert Gair Co Inc — Portland
D L & D Container Corp 87 Shelton Ave — New Haven

Cosmetic Containers
Eyelet Specialty Co The — Waterbury
Plume & Atwood Mfg Co The (metal) — Thomaston
Scovill Manufacturing Company — Waterbury

Cosmetics
J B Williams Co The — Glastonbury

Cotton and Asbestos Wicking
Bland Burner Co The — Hartford

Counting Devices
Veeder-Root Inc — Hartford

Couplings
Scovill Manufacturing Company (hose and tube) — Waterbury

Crushers
Farrel-Birmingham Company Inc (Stone and Ore) — Ansonia

Cups—Paper
Continental Can Co Paper Container Div — Kensington

Cushioning for Packaging
B F Goodrich Sponge Products Division — Shelton
Gilman Brothers Co The — Gilman

Cut Stone
Dextone Co The — New Haven

Cutters
Atrax Company The (solid carbide) — Newington
Barnes Tool Company The (pipe cutters, hand) — New Haven
Mitrametric Co The (ground pinion) — Torrington
Pratt & Whitney Co Inc (Milling Cutters all types) — West Hartford

Cutting & Creasing Rule
Bartholomew Co H I — Bristol

Decalcomanias
Sirocco Screenprints — New Haven

Deep Hole Drilling & Reaming
Hamden Deep Hole Drilling Co — Hamden
Wilson Arms Co The — Hartford

(Advt.)

Deep Drawings
Stanley Pressed Metal — New Britain

Delayed Action Mechanism
M H Rhodes Inc — Hartford
R W Cramer Company Inc The — Centerbrook

Demineralizers
Crystal Research Laboratories — Hartford

Design
Designers for Business and Industry (appearance-product) — New Haven

Design & Drafting Service
Smith & Winchester Mfg Co The — South Windham

Design and Development
Sight Light Div The American & Machine & Foundry Co (electrical and electronic equipment) — Deep River

Development Work
Saybrook Manufacturing Inc — Old Saybrook

Diamonds—Industrial
Diamond Tool and Die Works — Hartford

Dictating Machines
Dictaphone Corporation — Bridgeport
Gray Manufacturing Company The — Hartford
SoundScriber Corporation The — New Haven

Die Cast Dies
C & F Tool & Die Corp — Bridgeport

Die Castings
Mt Vernon Die Casting Co — Stamford
Newton-New Haven Co Inc — New Haven

Die Casting Dies
ABA Tool & Die Co — Manchester
Eastern Machine Screw Corp The Truman & Barclay Sts — New Haven
Parker-Hartford Corporation — Hartford
Weimann Bros Mfg Co The — Derby

Die Heads—Self Opening
Eastern Machine Screw Corp The — New Haven
Geometric Tool Division, Greenfield Tap & Die Corp — New Haven

Die Polishing Machinery
Hartford Special Machinery Co The — Hartford

Die Sets
Pratt & Whitney Co Inc (Precision) — West Hartford
Producto Machine Company The — Bridgeport
Union Mfg Co (precision, steel and semi-steel) — New Britain

Die Sinkers
Pratt & Whitney Co Inc — West Hartford

Dies
Hoggson & Pettis Mfg Co The 141 Brewery St — New Haven
Mitrametric Co The (ground for gears) — Torrington
Parker-Hartford Corporation (plastics and die castings) — Hartford
Pratt & Whitney Co Inc (Monocone and Ducone Dies) — West Hartford

Dies & Die Cutting
Douglas Co Geo M — New Haven

Display Containers
National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard) — New Haven and Versailles

Displays—Metal
Durham Mfg Co The (Designing & Mfg to customers' specifications) — Durham
Merriam Mfg Co (Contract Work to Individual Specifications) — Durham
Parsons Co Inc W A (custom designed)

Distribution Centers
Distribution Assemblies Department, General Electric Co — Plainville

Door Closers
Sargent & Company — New Haven
Yale & Towne Mfg Co The — Stamford

Doors
Bilco Co The (metal, residential and commercial) — West Haven

Dowel Pins
Allen Manufacturing Co The — Hartford
Holo-Krome Screw Corp The — West Hartford

Drafting Accessories
Joseph Merritt & Co — Hartford

Draft Inductors
Corley Co Inc The — Plainville

Drill Presses
Townsend Mfg Co The H P — Elmwood

Drilling Machines
Howe & Fant Inc (Turret Type) — East Norwalk
Pratt & Whitney Co Inc (Deep Hole) — West Hartford

Drilling and Tapping Machinery
Hartford Special Machinery Co The — Hartford

Drop Forgings
Atwater Mfg Co — Plantsville
Billings & Spencer Co The — Hartford
Consolidated Industries — West Cheshire
Wilcox Crittenden & Co Inc — Middletown

Druggists' Rubber Sundries
Seamless Rubber Company The — New Haven

Duplicating Machines—Automatic
Pratt & Whitney Co Inc — West Hartford

Duplicator Tables
Regent Machine Co — Bridgeport

Elastic Narrow Fabric
Essex Mills Inc — Essex

Electric Cables
General Electric Company (for residential, commercial and industrial applications) — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric—Commutators & Segments
Cameron Elec Mfg Co The (rewinding motors) — Ansonia

Electric Cord Springs
Bristol Spring Manufacturing Co — Plainville

Electric Cords
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Eye Control
Ripley Company Inc — Middletown

Electric Fixture Wire
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Hand Irons
Winsted Hardware Mfg Co (trade mark "Durabilt") — Winsted

Electric Heating Elements
Hartford Element Co — Hartford

Electric Ignition Harnesses
General Electric Company — Bridgeport

Electric Insulation
Case Brothers Inc — Manchester
Stevens Paper Mills Inc The — Windsor

Electric Lighting Fixtures
Fan-Craft Mfg Co (residential, church, post lanterns) — Plainville
Plume & Atwood Mfg Co The — Thomaston
Wasley Products Inc — Plainville

Electric Motor Controls
Arrow-Hart & Hegeman Electric Co The — Hartford

Electric Signs
Berger Sign Co — Hartford

Electric Switches
Arrow-Hart & Hegeman Electric Co The — Hartford

Electric Time Controls
Cramer Controls Corporation The — Centerbrook

Electric Underfloor Duct System
General Electric Company — Bridgeport

Electric Wire
General Electric Company — Bridgeport
Rockbestos Products Corp (asbestos insulated) — New Haven

Electric Wiring Devices
Arrow-Hart & Hegeman Electric Co The — Hartford

Electric Woven Heating Elements
Pre-Fab Heating Co Inc — Guilford

Electrical and Electronic Assemblies
Sight Light Div The American Machine & Foundry Co — Deep River

Electrical Conduit Fittings & Grounding Specialties
Gillette-Vibber Company The — New London

Electrical Connectors
Burndy Engineering Co Inc — Norwalk

Electrical Control Apparatus
Plainville Electrical Products Co The — Plainvill

Electrical Goods
A C Gilbert Co — New Haven

Electrical Motors
Electric Specialty Co — Stamford
U S Electrical Motors Inc — Milford

Electrical Recorders
Bristol Co The — Waterbury

Electrical Relays and Controls
Allied Control Co — Plantsville

Electrical Switchboards
Plainville Electrical Products Co The — Plainville
Pneumatic Applications Co — Simsbury

Electrical Test Equipment
McNeal J D — New Haven

Electrical Wiring Systems
Wiremold Co The — Hartford

Electronic Parts
Terryville Manufacturing Co (Stampings to customer specifications — Terryville

Electronics
Gray Manufacturing Company The — Hartford
McNeal J D — New Haven
Middletown Mfg Co (metal cabinets, chassis panels, brackets, cases) — Middletown
Newton Co The — Manchester
Ripley Co — Middletown
Sturrup Larabee & Warmers Inc — Middletown

Electroplating
City Plating Works Inc — Bridgeport
National Sherardizing & Machine Co — Hartford
Waterbury Plating Company — Waterbury

Electroplating—Equipment & Supplies
Comco Inc Div of Enthone Inc — New Haven
Lea Manufacturing Co The — Waterbury
MacDermid Incorporated — Waterbury

Electroplating Processes & Supplies
Enthone Inc — New Haven
United Chromium Incorporated — Waterbury

Electrotypes
ADS Inc Div CSW Plastic Types Inc — Hartford
Barnum-Hayward Electrotype Co Inc — New Haven
Lockwood Sons Inc Wm H — Hartford
New Haven Electrotype Div Electrographic Corp — New Haven

Elevators
Eastern Elevator Co (passenger and freight) — New Haven
General Elevator Service Co — Hartford

Enameling
Waterbury Plating Company — Waterbury

Enamels & Lacquers
Dobbs Chemical Co The (industrial finishes to customers' specifications) — New Haven

End Milling Cutters
Pratt & Whitney Co Inc — West Hartford

End Mills
Atrax Company The (solid carbide) — Newington

Engines
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) — East Hartford

Envelopes
Curtis 1000 Inc — Hartford
United States Envelope Company Hartford Division — Hartford

Envelopes—Stock and Special
Continental Can Co Paper Container Div — Kensington

Environmental Testing
State Testing Laboratory — Bridgeport

Extractors—Tap
Walton Company The — West Hartford

Extruders and Accessories
Standard Machinery Co The (for the Wire and Cable Mfrs) — Mystic

Eyelets
American Brass Company The — Waterbury
Mark Eyelet & Stamping Co. (small—metal stampings) — Wolcott
Platt Bros & Co The P O Box 1030 — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Scovill Manufacturing Company — Waterbury 91
Stevens Co Inc — Waterbury
Waterbury Companies Inc — Waterbury

Eyelets, Ferrules and Wiring Terminals
American Brass Company The — Waterbury
Waterbury Companies Inc — Waterbury

Eyelet Machine Products
American Brass Company The — Waterbury
Ball & Socket Mfg Co The — West Cheshire
Cold Forming Mfg Co The — Waterbury
Plume & Atwood Mfg Co The — Thomaston
Stevens Co Inc — Waterbury
Waterbury Companies Inc — Waterbury

Fabricators
Scovill Manufacturing Company (aluminum, brass, bronze, copper, steel) — Waterbury

Fan Blades
Torrington Manufacturing Company The — Torrington

Fancy Dress Buttons and Buckles
Waterbury Companies Inc — Waterbury

Fans—Electric
General Electric Company — Bridgeport

Fasteners—Aircraft
Scovill Manufacturing Company (PANELOC Aircraft Fasteners) — Waterbury

Fasteners—Laundry Proof
Scovill Manufacturing Company (GRIPPER snap fasteners) — Waterbury

Fasteners—Slide & Snap
G E Prentice Mfg Co The — Kensington
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners) — Waterbury

Felt
Auburn Manufacturing Company The (mechanical, cut parts) — Middletown
Drycor Felt Company (paper makers and industrial) — Staffordville

Felt—All Purpose
American Felt Co (Mill & Cutting Plant) — Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) — Unionville

Fenders—Boat
B F Goodrich Sponge Products Division — Shelton

Fiber-glass Fabrication
Davis Co The E J — New Haven

Fibre Board
Bird & Son Inc — New Britain
Case Brothers Inc — Manchester
C H Norton Co The — North Westchester
Stevens Paper Mills Inc The — Windsor

File Cards
Standard Card Clothing Co The — Stafford Springs

Filing Equipment
Wassell Organization Inc — Westport

Films
Cine-Video Productions Inc — Milford

Finger Nail Clippers
H C Cook Co The — 32 Beaver St Ansonia

Firearms
Colt's Patent Fire Arms Mfg Co Inc — Hartford
Junior Screw Machine Products Inc — West Haven
Marlin Firearms Co The — New Haven
O F Mosberg & Sons Inc — New Haven
Remington Arms Company Inc — Bridgeport
Arms and Ammunition Div Olin Mathieson Chemical Corp — New Haven

Fire Alarm Systems
Fire-Lite Alarms Inc — New Haven

Fire Hose
Fabrics Fire Hose (municipal and industrial) — Sandy Hook

Fireplace Goods
American Windshield & Specialty Co The — 881 Boston Post Road — Milford
John P Smith Co The (screens) — 423-33 Chapel St — New Haven

Fireproof Floor Joists
Dextone Co The — New Haven

Fireworks
M Backes' Sons Inc — Wallingford

Fishing Tackle
H C Cook Co The — 32 Beaver St — Ansonia

Flashlights
Bridgeport Metal Goods Mfg Co — Bridgeport
Electrical Div Olin Mathieson Chemical Corp — New Haven

Flat Springs
Bristol Spring Manufacturing Co — Plainville
Gemco Manufacturing Co Inc — Southington

Flexible Shaft Machines
Pratt & Whitney Co Inc — West Hartford

Floor & Ceiling Plates
Beaton & Cadwell Mfg Co The — New Britain

Fluorescent Lighting Equipment
Fullerton Manufacturing Corp — Norwalk
Vanderman Manufacturing Co The — Willimantic
Wiremold Company The — Hartford

Foam Rubber
Armstrong Rubber Company The — West Haven
B F Goodrich Sponge Products Division — Shelton

Forgings
Atwater Manufacturing Company — Plantsville
Billings & Spencer Company — Hartford
Capewell Manufacturing Company — Hartford
Clark Brothers Bolt Co — Milldale
Consolidated Industries Inc — West Cheshire
Heppenstall Co (all kinds and shapes) — Bridgeport
Scovill Manufacturing Company (Non-ferrous) — Waterbury 91

Foundries
Connecticut Malleable Castings Co (malleable iron castings) — New Haven
Ductile Iron Foundry Inc — Stratford
Farrel-Birmingham Company Inc (Iron and Steel) — Ansonia
Hartford Electric Steel Corp The — Hartford
Charles Parker Company The (brass, bronze, aluminum) — Meriden
Plainville Casting Company (gray, alloy and high tensile irons) — Plainville
Producto Machine Company The — Bridgeport
Smith & Winchester Mfg Co The — South Windham
Turner & Seymour Mfg Co The (gray, iron, semi steel and alloy) — Torrington
Union Mfg Co (gray iron & semi steel) — New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) — Middletown

Fountain Pens and Mechanical Pencils
Waterman Pen Company Inc — Seymour

Foundry Riddles
John P Smith Co The — 423-33 Chapel St — New Haven

Four Slide Forms
Peck Spring Co — Plainville

Frames—Hack Saw
Thompson & Son Co The Henry G. — New Haven

Fuel Oil Pump and Heater Sets
Peabody Engineering Corporation — Stamford

Furnaces
Norwalk Airconditioning Corp The (warm air oil fired) — South Norwalk

Gage Blocks
Pratt & Whitney Co Inc (Alloy steel and Carbide, Hoke and USA) — West Hartford

Galvanizing
Malleable Iron Fittings Co — Branford
Wilcox Crittenden & Co Inc — Middletown

Gaskets
Auburn Manufacturing Company The (from all materials) — Middletown
Raybestos Division of Raybestos-Manhattan Inc — Bridgeport
Tsingris Die Cutting Corp (from all materials) — Waterbury

Gaskets—Insulation
American Felt Co — Glenville

Gas Range Conversion Burner
Holyoke Heater Corp of Conn Inc — Hartford

Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation — Stamford

Gauges
Bristol Co The (pressure and vacuum-recording automatic control) — Waterbury
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum) — Bridgeport
Manning Maxwell & Moore Inc — Stratford
Pratt & Whitney Co Inc (Precision Measurement all types) — West Hartford

Gears
Mitrametric Co The (blanked fine pitch) — Torrington

Gears and Gear Cutting
Farrel-Birmingham Company Inc — Ansonia
Fenn Mfg Co The — Newington
Hartford Special Machinery Co The — Hartford

Glass Blowing
Arnco Sign Co (scientific apparatus) — Meriden
Macalaster Bicknell Company — New Haven

Glass Cutters
Fletcher-Terry Co The — Forestville

Glass Machinery
Tavano Mfg Co — Torrington

Gold & Silver Plating
Donham Craft Inc (on metals & plastics) — Thomaston

Golf Equipment
Horton Mfg Co The (clubs, shafts, balls, bags) — Bristol

Greeting Cards
A D Steinbach & Sons Inc — New Haven

Grinding
Farrel-Birmingham Company Inc (Roll and Cylinderical) — Ansonia
Hartford Special Machinery Co The (gears, threads, cams and splines) — Hartford
Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) — 19 Staples St Bridgeport

Grinding Heads—Internal
Pratt & Whitney Co Inc (Pneumatic, High Speed) — West Hartford

Grinding Machines
Farrel-Birmingham Company Inc (Roll) — Ansonia
Pratt & Whitney Co Inc (Surface, Die, Gear and Cutter Grinders) — West Hartford
Rowbottom Machine Company Inc (cam) — Waterbury

Grommets
American Brass Company The — Waterbury
Plume & Atwood Mfg Co The — Waterbury

Ground Rubber Rolls
Saybrook Manufacturing Inc — Old Saybrook

Guards for Machinery
Wheeler Co The G E — New Haven

Hack and Band Saw Blades
Capewell Manufacturing Co The — Hartford

Hair Hygiene Preparations
Parker Herbex Corporation — Stamford

Hammers—Carpenters and Machinests
Capewell Manufacturing Company — Hartford

Hand Tools
Billings and Spencer Company (wrenches, sockets and shop tools) — Hartford
Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) — Bridgeport

Hardness Testers
Wilson Mechanical Instrument Div American, Chain & Cable Company Inc — Bridgeport

Hardware
Bassick Company The (Automotive) — Bridgeport
City Lumber Co. of Bridgeport, Inc. — Bridgeport
Gordon Associates — Derby
Harlock Products Corp — New Haven
Sargent & Company — New Haven
Wilcox Crittenden & Co Inc (marine heavy and industrial) — Middletown
Yale & Towne Mfg Co The — Stamford

Hardware—Marine & Bus
Rostand Mfg Co The — Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The — Stamford

Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware Corp — New Britain
J H Sessions & Son — Bristol
Yale & Towne Mfg Co The — Stamford

Hat Machinery
Doran Bros Inc — Danbury

Health Surgical & Orthopedic Supports
Berger Brothers Company The (custom made for back, breast, and abdomen) — New Haven

Heat Elements
Electroflex Heat Inc — Hartford
Safeway Heat Elements Inc (woven wire resistance type) — Middletown

Heat Exchangers
Whitlock Manufacturing Co The — Hartford

Heat Treating
Bennett Metal Treating Co The — 1045 New Britain Ave — Elmwood
Commercial Metal Treating Co — Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co — New Britain
Skene Co Inc The William A (metals) — Bridgeport
Stanley P Rockwell Co Inc The — 296 Homestead Ave — Hartford

(Advt.)

IT'S MADE IN CONNECTICUT

Heat-Treating Equipment
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bauer & Company Inc Hartford
Rolock Inc (Retorts, Muffles, etc.) Fairfield
Stanley P Rockwell Co Inc The (commercial) 296 Homestead Ave Hartford

Heat Treating Fixtures
Rolock Inc (Trays, Baskets, etc.) Fairfield
Wiretex Mfg Co Inc Bridgeport

Heat Treating Salts and Compounds
Mitchell-Bradford Chemical Co Bridgeport

Heaters—Electric
General Electric Company Bridgeport

Heating and Cooling Coils
G & O Manufacturing Co New Haven

Heating Elements
Hartford Element Co Hartford

Heavy Chemicals
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)

Heavy Machinery
Smith & Winchester Mfg Co The South Windham

Hex-Socket Screws
Bristol Company The Waterbury
Holo-Krome Screw Corp The West Hartford

High Frequency Alternators
Electric Specialty Co Stamford

Highway Guard Rail Hardware
Malleable Iron Fittings Co Branford

Hinges
Homer D Bronson Company Beacon Falls

Hobs and Hobbings
ABA Tool & Die Co Manchester
Parker-Hartford Corporation Hartford
Pratt & Whitney Co Inc (Die and Thread Milling) West Hartford

Hoists and Trolleys
Union Mfg Company New Britain

Hose Fittings
Don Mfg Co J M Naugatuck
Scovill Manufacturing Company Waterbury

Hose—Flexible Metallic
American Brass Co
American Metal Hose Branch Waterbury

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport

Hospital Signal Systems
Connecticut Telephone & Electric Corp Meriden

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Hypodermic Needles
Roehr Products Company Waterbury

Ice Buckets
B F Goodrich Sponge Products Division Shelton

Impregnating
American Metaseal Inc (metal, wood, etc.) Hamden

Industrial Chrome Plating
Mirror Polishing & Buffing Co Waterbury

Industrial Displays
Sansone Co S Frederick (Designers Builders and Counselors) Short Beach

Industrial Finishes
Chemical Coatings Corporation Rocky Hill
United Chromium Incorporated Waterbury

Industrial Tools—Powder Actuated
Remington Arms Company Inc Bridgeport

Inhalators
Cycle-Flo Company The Milford

Inks
Waterman Pen Company Inc Seymour

Insecticides
American Cyanamid Company Waterbury

Instalment Payment Books
Wassell Organization Inc Westport

Insulated Wire & Cable
General Electric Company (for residential commercial and industrial applications) Bridgeport
Kerite Company The Seymour

Insulated Wire & Cable Machinery
Davis Electric Company Wallingford

Instruments
Bristol Company The Waterbury
J-B-T Instruments Inc (Electrical and Temperature) New Haven
Manning Maxwell & Moore Inc Stratford
Pratt & Whitney Co Inc (Precision Measuring) West Hartford

Integrators
Reflectone Corporation The Stamford

Inter-Communications Equipment
Connecticut Telephone & Electric Corp Meriden

Interval Timers
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford

Jacquard
Case Brothers Inc Manchester

Japanning
J H Sessions & Son Bristol

Jig Borer
Moore Special Tool Co (Moore) Bridgeport
Pratt & Whitney Co Inc West Hartford

Jigs, Fixtures & Gages
Federal Machine & Tool Co Bristol

Jig Grinder
Moore Special Tool Co (Moore) Bridgeport

Keller Machines
Pratt & Whitney Co Inc West Hartford

Key Blanks
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Labels
J & J Cash Inc (Woven) South Norwalk
Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck

Label Moisteners
Better Packages Inc Shelton

Laboratory Equipment
Eastern Industries Inc New Haven

Laboratory Supplies
Macalaster Bicknell Company New Haven

Laces
American Fabrics Company The Bridgeport
Wilcox Lace Corporation Middletown

Laces and Nettings
Wilcox Lace Corporation The Middletown

Lacquers & Synthetic Enamels
Chemical Coatings Corporation Rocky Hill
I-Sis Chemicals Inc Stamford
United Chromium Incorporated Waterbury

Ladders
A W Flint Co 196 Chapel St New Haven

Laminated Metal
Bridgeport Brass Company Bridgeport

Lamps
Plume & Atwood Mfg Co The (metal oil) Waterbury

Lampholders—Incandescent and Fluorescent
General Electric Company Bridgeport

Lamp Shades
Verplex Company The Essex

Lanterns—Battery Operated
Electrical Div Olin Mathieson Chemical Corp New Haven

Lathes—Contin-U-Matic
Bullard Company, The (vertical multi-spindle-continuous turning type) Bridgeport

Lathes—Man-Au-Trol
Bullard Company The Bridgeport

Lathes—Mult-Au-Matic
Bullard Company The (vertical multi-spindle-indexing type) Bridgeport

Lathes—Toolroom and Automatic
Pratt & Whitney Co Inc West Hartford

Lathes—Vertical Turret
Bullard Company The (single spindle) Bridgeport

Lead Plating
Christie Plating Co The Groton

Leather
Norwich Leather Co Norwich
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Dog Furnishings
Andrew B Hendryx Co The New Haven
The Smith-Worthington Saddlery Co Hartford

Leather Goods Trimmings
G E Prentice Mfg Co The Kensington

Leather, Mechanical
Auburn Manufacturing Company The (packings, cubs, washers, etc) Middletown

Letterheads
Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Levels—Machinist's Precision
Bullard Company The Bridgeport

Light Assemblies
Saybrook Manufacturing Inc Old Saybrook

Lighting Accessories—Fluorescent
General Electric Company Bridgeport

Lighting Equipment
Fullerton Manufacturing Corp Norwalk
Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden

Lines—Braided
Essex Mills Inc Essex

Lime
New England Lime Company Canaan

Lipstick Cases
Scovill Manufacturing Company Waterbury

Lipstick Containers
Bridgeport Metal Goods Mfg Co Bridgeport
Plume & Atwood Manufacturing Co Waterbury

Lithographers
O'Toole & Sons Inc T Stamford

Lithographing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford
Lehman Brothers Inc New Haven
A D Steinbach & Sons New Haven

Locks—Banks
Yale & Towne Mfg Co The Stamford

Locks—Builders
Sargent & Company New Haven
Yale & Towne Mfg Co The Stamford

Locks—Cabinet
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Special Purpose
Yale & Towne Mfg Co The Stamford

Locks—Suitcase and Trimmings
Excelsior Hardware Co The Stamford

Locks—Trunk
Excelsior Hardware Co The Stamford
Yale & Towne Mfg Co The Stamford

Locks—Zipper
Excelsior Hardware Co The Stamford

Loom—Non-Metallic
Wiremold Company The Hartford

Lubricants—High Pressure
Alpha Molykote Corp The Stamford

Lubricants—Extreme Temperatures
Alpha Molykote Corp The Stamford

Lubricating System—Mist
Thompson & Son Co The Henry G. New Haven

Lumber & Millwork Products
City Lumber Co of Bridgeport Inc Bridgeport

Machetes
Collins Company The Collinsville

Machine Design
Black Rock Mfg Company The Bridgeport
Standish Associates, Inc. Fairfield

Machine Shop Fabrication
Smith & Winchester Mfg Co The South Windham

(Advt.)

Machine Tool Designers
R & S Company — New Britain

Machine Tools
Bullard Company The — Bridgeport
Farrel-Birmingham Company Inc — Ansonia
Pratt & Whitney Co Inc — West Hartford
Producto Machine Company The — Bridgeport

Machine Tools
Victor Machine Tool Rebuilders Inc (scraping, fitting & aligning) — Bridgeport

Machine Work
Banthin Engineering Co — Bridgeport
Black Rock Mfg Company The — Bridgeport
Farrel-Birmingham Company Inc — Ansonia
Fenn Manufacturing Company The (precision parts) — Newington
Hartford Special Machinery Co The (contract work only) — Hartford
Joma Tool Co(small assemblies & parts) — Wolcott
National Sheradizing & Machine Co (job) — Hartford
Parker-Hartford Corporation — Hartford
Swan Tool & Machine Co The — Hartford
Torrington Manufacturing Co The (special rolling mill machinery) — Torrington

Machinery
Fenn Manufacturing Company The (special) — Newington
Hallden Machine Company The (mill) — Thomaston
Torrington Manufacturing Co The (mill) — Torrington

Machinery—Automatic
Banthin Engineering Company (new and rebuilt) — Bridgeport

Machinery—Bolt and Nut
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery—Cold Heading
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery Dealers & Rebuilders
Botwinik Brothers — New Haven
J L Lucas and Son — Fairfield
State Machinery Co Inc — New Haven

Machinery—Extruding
Standard Machinery Co The — Mystic

Machinery—Metal-Working
Fenn Mfg Co The — Newington
Waterbury Farrel Foundry & Machine Co The — Waterbury
Pratt & Whitney Co Inc — West Hartford

Machinery—Nut
Waterbury Farrel Foundry & Machine Co The (forming and tapping) — Waterbury

Machinery—Screw and Rivet
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery—Wire Drawing
Fenn Mfg Co The — Newington
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machinery—Wire Straightening
Mettler Machine Tool Inc — New Haven

Machines
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling) — Bridgeport
Coulter & McKenzie Machine Co The (special, new development engineering design and construction) — Bridgeport
Patent Button Company The — Waterbury

Machines Automatic
Globe Tapping Machine Co — Bridgeport
A H Nilson Mach Co The (Special) — Bridgeport
Standish Associates, Inc. — Fairfield

Machines—Automatic Chucking
Bullard Company The — Bridgeport
New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) — New Britain
Pratt & Whitney Co Inc (Potter & Johnson) — West Hartford

Machines—Brushing
Fuller Brush Co The — Hartford

Machines—Contin-U-Matic
Bullard Company The (verticle multi-spindle—continuous turning) — Bridgeport

Machines—Draw Benches
Fenn Manufacturing Company The — Newington

Machines—Forming
A H Nilson Mach Co The (four-slide wire and ribbon stock) — Bridgeport

Machines—Paper Ruling
John McAdams & Sons Inc — Norwalk

Machines—Pipe & Bolt Threading
Capewell Mfg Co The — Hartford

Machines—Precision Boring
New Britain-Gridley Machine Division The New Britain Machine Co — New Britain

Machines—Rolling
Fenn Manufacturing Company The — Newington

Machines—Slotting
Waterbury Farrel Foundry & Machine Co The (screw head) — Waterbury

Machines—Spacing Table
Bullard Company The — Bridgeport

Machines—Special
Fenn Mfg Co The — Newington
Fuller Brush Co The — Hartford

Machines—Swaging
Fenn Manufacturing Company The — Newington

Machines—Thread Rolling
Hartford Special Machinery Co The — Hartford
Waterbury Farrel Foundry & Machine Co The — Waterbury

Machines—Turks Head
Fenn Manufacturing Company The — Newington

Machines—Wire Drawing
Fenn Manufacturing Company The — Newington

Machining—Horizontal Boring
Tucker Machine Co — North Haven

Manganese Bronze Ingot
Whipple and Choate Company — Bridgeport

Manicure Instruments
W E Bassett Company The — Derby

Marine Engines
Kilborn-Sauer Company (running lights and searchlights) — Fairfield
Lathrop Engine Co The — Mystic

Marine Equipment
Russell Manufacturing Company The (utility cord and accessory hardware) — Middletown
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Marine Reserve Gears
Snow-Nabstedt Gear Corp The — New Haven

Marking Devices
Hoggson & Pettis Mfg Co The — New Haven
Parker-Hartford Corporation (steel) — Hartford

Marking Tools
Parker-Hartford Corporation — Hartford

Material Handling
Parsons Co Inc W A (tote pans) — Durham

Mats—Newspaper
ADS Inc Div CSW Plastic Types Inc — Hartford
Lockwood Sons Inc Wm H — Hartford

Mattresses
Waterbury Mattress Co — Waterbury

Metal Boxes
Parsons Co Inc W A (tool kits) — Durham

Metal Boxes and Displays
Durham Mfg Co The (Designing & Mfg to customers specifications) — Durham
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt containers and displays) — Durham
Middletown Mfg Co — Middletown
Charles Parker Co (sheet metal fabricators) — Meriden

Metal Cleaners
Apothecaries Hall Co — Waterbury
Enthone Inc — New Haven
MacDermid Incorporated — Waterbury

Metal Finishes
Enthone Inc — New Haven
Mitchell-Bradford Chemical Co — Bridgeport
United Chromium Incorporated — Waterbury

Metal Finishing
Hartford Industrial Finishing Co — Hartford
National Sheradizing & Machine Co — Hartford
Waterbury Plating Company — Waterbury

Metal Formings
Master Engineering Company — West Cheshire
Stanley Pressed Metal — New Britain

Metal Mouldings
Leed Co The H A — Hamden

Metal Novelties
H C Cook Co The — 32 Beaver St Ansonia

Metal Plating—Gold & Silver
Donham Craft Inc — Thomaston

Metal Products—Stampings
American Brass Company The — Waterbury
Plume & Atwood Manufacturing Co — Thomaston
J H Sessions & Son — Bristol
Scovill Manufacturing Company (Made-to-Order) — Waterbury 91
Stanley Pressed Metal — New Britain

Metal Specialties
Excelsior Hardware Co The — Stamford

Metal Spinning
Moseley Metal Crafts Inc — West Hartford

Metal Stampings
American Brass Company The — Waterbury
Better Formed Metals Inc — Waterbury
DooVal Tool & Mfg Inc The — Naugatuck
Excelsior Hardware Co The — Stamford
Greist Mfg Co The — 503 Blake St New Haven
H C Cook Co The — 32 Beaver St Ansonia
Humason Mfg Co The — Forestville
Joma Tool Co — Wolcott
Mohawk Mfg Co (threaded) — Middletown
J A Otterbein Company The (metal fabrications) — Middletown
J H Sessions & Son — Bristol
Patent Button Co The — Waterbury
G E Prentice Mfg Co The — Kensington
Plume & Atwood Mfg Co The — Thomaston
Saling Manufacturing Company — Unionville
Stanley Pressed Metal — New Britain
Swan Tool & Machine Co The — Hartford
Terryville Manufacturing Co — Terryville
Verplex Company The (Contract) — Essex
Waterbury Lock & Specialty Co The — Milford

Meters—Gas
Sprague Meter Company — Bridgeport

Meters—Parking
Rhodes Inc M H — Hartford

Microfilming
American Microfilming Service Company — New Haven

Micro-Projectors
Kalart Co., Inc., The — Plainville

Milk Bottle Carriers
John P Smith Co The — 423-33 Chapel St New Haven

Mill Machinery
Torrington Manufacturing Company The — Torrington

Milling Machines
Pratt & Whitney Co Inc (Keller Tracer—Controlled Milling Machines) — West Hartford
Rowbottom Machine Company Inc (cam) — Waterbury

Mill Products
Scovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube) — Waterbury

Mill Supplies
Wilcox-Crittenden Div North & Judd Mfg Co — Middletown

Millwork
Hartford Builders Finish Co — Hartford

Miniature Precision Connectors
Gorn Electric Co — Stamford

Minute Minders
Lux Clock Mfg Co The — Waterbury

Mirror Rosettes and Hangers
Waterbury Companies Inc — Waterbury

Mixing Equipment
Eastern Industries Inc — New Haven
Gabb Special Products Div The E Horton & Son Co — Windsor Locks

Mobile Radio
Connecticut Telephone & Electric Corp — Meriden

(Advt.)

IT'S MADE IN CONNECTICUT

Model Work
B & N Tool & Engineering Co (instruments and timing devices) Oakville

Mops
Fuller Brush Co The Hartford

Motion Picture Equipment
Kalart Co., Inc., The (16 mm Sound and Silent Projectors, Film Splicers & Rewinders) Plainville

Motor Control Centers
Distribution Assemblies Department, General Electric Co Plainville

Motor—Generator Sets
Electric Specialty Co Stamford

Motor Overload Protectors
Sperry Products Inc Danbury

Motors—Electric Timing
Cramer Controls Corporation The Centerbrook

Motors—Synchronous
Cramer Controls Corporation The Centerbrook
Electric Specialty Co Stamford

Moulded Plastic Products
Butterfield Inc T F Naugatuck
Patent Button Co The Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The 117 Echo Lake Road Watertown

Mouldings
Himmel Brothers Co The (architectural, metal and store front) Hamden

Moulds
ABA Tool & Die Co Manchester
Hoggson & Pettis Mfg Co The (steel) 114 Brewery St New Haven
Parker-Hartford Corporation (compression, injection & transfer for plastics) Hartford

Name Plates
Seton Name Plate Co. (metal & plastic name plates and identification tags) New Haven

Napper Clothing
Standard Card Clothing Co The (for textile mills) Stafford Springs

Nettings
Wilcox Lace Corp The Middletown

Newspaper Mats
Lockwood Sons Inc Wm H Hartford

Nickel Anodes
Apothecaries Hall Co Waterbury

Nickel Silver
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Plume & Atwood Mfg Co The Thomaston
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip) New Haven

Nickel Silver Ingot
Whipple and Choate Company The Bridgeport

Night Latches
Sargent & Company New Haven
Yale & Towne Mfg Co Inc Stamford

Non-ferrous Metal Castings
Miller Company The Meriden
Charles Parker Co Meriden

Nuts, Bolts and Washers
Clark Brothers Bolt Co Milldale

Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford
Wassell Organization Inc Westport

Offset Printing
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford

Oil Burners
Miller Company The (domestic) Meriden
Peabody Engineering Corp (Mechanical and/or Steam Atomizer) Stamford
Silent Glow Oil Burner Corp The 1477 Park St Hartford

Oil Tanks
Norwalk Tank Co The (550 to 30M gals, underwriters above and under ground) South Norwalk
Whitlock Manufacturing Co The Hartford

Oils—Cutting
Anderson Oil Co Inc F E Portland

Open Knife Switches and Accessories
Trumbull Components Department, General Electric Co Plainville

Optical Cores & Ingots
Plume & Atwood Mfg Co The Thomaston

Otis Woven Awning Stripes
The Falls Company Norwich

Oven Brazing
Sight Light Div The American Machine & Foundry Co Deep River

Ovens—Electric
Bauer & Company Inc Hartford

Package Sealers
Better Packages Inc Shelton

Packaging & Packing
Mercer & Stewart Co The Hartford

Packing
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet) Bridgeport

Padlocks
Sargent & Company New Haven
Waterbury Lock & Specialty Co The Milford
Yale & Towne Mfg Co Inc Stamford

Pads—Office
The Baker Goodyear Company New Haven

Paints
Tredennick Paint Manufacturing Co The Meriden

Paints and Enamels
Staminate Corp The New Haven

Panelboards—Lighting and Distribution
Distribution Assemblies Department, General Electric Co Plainville

Panelyte
Leed Co The H A Hamden

Panta
Moore Special Tool Co (crush wheel dresser) Bridgeport

Paperboard
Federal Paper Board Co Inc Montville, New Haven & Versailles
Gair Company Inc Robert Montville
Robertson Paper Box Co Montville
New Haven Pulp and Board Co The New Haven

Paper Box—Partitions
American Rondo Corporation (specialty partitions) Hamden

Paper Boxes
Atlantic Carton Corp (folding) Norwich
National Folding Box Co Div Federal Paper Board Co Inc (folding) New Haven & Versaille
New Haven Board and Carton Co The New Haven
Mills Inc H J Bristol
Robertson Paper Box Co (folding) Montville

Paper Boxes—Folding and Setup
Bridgeport Paper Box Company Bridgeport
M Backes' Sons Inc Wallingford

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell) Div Mystic

Parachute Cord
Essex Mills Inc Essex

Parallel Tubes
Sonoco Products Co (Climax-Lowell) Div Mystic

Parking Meters
Rhodes Inc M H Hartford

Parts
Scovill Manufacturing Company (ammunition, electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined, headed, pointed, finished) Waterbury

Pattern-Makers
Farrel-Birmingham Company Inc Ansonia

Pattern Shop
Smith & Winchester Mfg Co The South Windham

Penlights
Bridgeport Metal Goods Mfg Co Bridgeport

Pet Furnishings
Andrew B Hendrix Co The New Haven

Phosphor Bronze
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Miller Company The (sheets, strips, rolls) Meriden
Seymour Mfg Co The Seymour
Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury
Western Brass Mills Div Olin Mathieson Chemical Corp (sheet, strip) New Haven

Phosphor Bronze Ingots
Whipple and Choate Company The Bridgeport

Photo Engraving
Dowd Wyllie & Olson Inc Hartford
Wilcox Photo Engraving Co Inc New Haven

Photoflash Batteries
Electrical Div Olin Mathieson Chemical Corp New Haven

Photographic Equipment
Electrical Div Olin Mathieson Chemical Corp New Haven
Kalart Company Inc Plainville

Piano Repairs
Pratt Read & Co Inc (keys and action) Ivoryton

Piano Supplies
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

Pins
CEM Company ("Spirol") Danielson

Pin Up Lamps
Verplex Company The Essex

Pipe
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Co (brass and Copper) Bridgeport
Chase Brass & Copper Co (red brass and copper) Waterbury
Howard Co (cement well and chimney) New Haven

Pipe Fitters Hand Tools & Pipe Threading Machines
Capewell Manufacturing Company Hartford

Pipe Fittings
Corley Co Inc Plainville
Malleable Iron Fittings Co Branford

Pipe Plugs
Holo-Krome Screw Corporation The (countersunk) West Hartford

Pipe Plugs—Socketed
Holo-Krome Screw Corp The West Hartford

Pistols & Revolvers
Colt's Patent Fire Arms Mfg Co Inc Hartford

Plastic Coatings
Bischoff Chemical Corporation (Peelable Plastic Coatings) Ivoryton

Plastic Bottles
Plax Corporation Bloomfield

Plastic Buttons
Frank Parizek Manufacturing Co The West Willington
Patent Button Co The Waterbury

Plastic Fabrication
Humphrey Fabricating Corporation Unionville

Plastic Film & Sheet Materials
Plax Corporation Bloomfield

Plastic Film and Sheeting Materials
Gilman Brothers Co., The Gilman

Plastic Lining Equipment
Comco Inc Div of Enthone Inc New Haven

Plastic Pipe and Fittings
Comco Inc Div of Enthone Inc New Haven

Plastic Molders
Plastic Molding Corporation Sandy Hook

Plastic Molding
Butterfield Inc T F Naugatuck
U S Plastic Molding Corporation Wallingford

Plastic—Moulders
Conn Plastics Waterbury
Waterbury Companies Inc Waterbury
Watertown Mfg Co The Watertown

Plastic Printing Plates
ADS Inc Div CSW Plastic Types Inc Hartford
Lockwood Sons Inc Wm H Hartford

Plastic Wire Coating Materials
Electronic Rubber Co Stamford

Plastics
B F Goodrich Sponge Products Division Shelton
Naugatuck Chemical Division Unitel States Rubber Co Naugatuck
(Advt.)

Plastics Machinery
Black Rock Mfg Company The — Bridgeport
Farrel-Birmingham Company Inc — Ansonia

Plastics Plated—Gold & Silver
Donham Craft Inc — Thomaston

Plastics—Moulds & Dies
Crown Tool & Die Co Inc — Bridgeport
Parker-Hartford Corporation (for plastics) — Hartford

Plasticrete Bloc
Plasticrete Corp — Hamden

Platers
Acme Chromium Plating Co — New Haven
Christie Plating Co — Groton
City Plating Works — Bridgeport
Patent Button Co The — Waterbury
Water Plating Company — Waterbury
Chromium Process Company The (Chromium Plating only) — Shelton

Platers' Equipment
Apothecaries Hall Company — Waterbury
Comco Inc Div of Enthone Inc — New Haven
Lea Manufacturing Co The — Waterbury
MacDermid Incorporated — Waterbury

Platers Metal
Plume & Atwood Mfg Co The — Thomaston

Plating
Christie Plating Co The (including lead plating) — Groton
City Plating Works Inc — Bridgeport
Superior Plating Co — Bridgeport

Plating on Metals & Plastics
Donham Craft Inc — Thomaston

Plating Processes and Supplies
Enthone Inc — New Haven
United Chromium Incorporated — Waterbury

Plumbers' Brass Goods
Bridgeport Brass Co — Bridgeport
Keeney Mfg Co The (special bends) — Newington
Scovill Manufacturing Company — Waterbury 48

Plumbing Specialties
Risdon Manufacturing Co John M — Russell Div Naugatuck

Pole Line Hardware
Malleable Iron Fittings Co — Branford

Police Equipment
The Smith-Worthington Saddlery Co — Hartford

Polishing
Mirror Polishing & Buffing Co — Waterbury

Polishing & Buffing
General Polishing & Buffing — Bridgeport

Poly Chokes
Poly Choke Company The (a shotgun choking device) — Tarriffville

Postage Meters
Pitney Bowes Inc — Stamford

Potentiometers—Electronic
Bristol Company The — Waterbury

Precision Electronic Chassis
Saybrook Manufacturing Inc — Old Saybrook

Precision Machine Tool Spindles
Whitnon Manufacturing Co (for milling, grinding, boring & drilling) — Farmington

Precision Manufacturing
Newton Co The (aircraft parts) — Manchester

Precision Revolving Machinery
Whitnon Manufacturing Co — Farmington

Precision Springs & Wire Forms
Rowley Spring Co Inc The — Bristol

Pre-Cut Cottages
Federal Homes Corporation — Canaan

Pre-Engineered Homes
Federal Homes Corporation — Canaan

Premium Specialties
Waterbury Companies Inc — Waterbury

Preservatives—Wood, Rope, Fabric
Darworth Incorporated ("Cuprinol") ("Cellu-san") — Simsbury

Pressboard
Case & Risley Press Paper Co (genuine) — Oneco

Press Papers
Case Brothers Inc — Manchester

Presses
Farrel-Birmingham Company Inc (Hydraulic)

Presses—Power
Pneumatic Applications Co The (modernization of presses through conversion to Wichita Air Clutch operation) — Simsbury
Waterbury Farrel Foundry & Machine Co The — Waterbury

Pressure Vessels
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) — South Norwalk
Whitlock Manufacturing Co The — Hartford

Printing
Bussmann Press Inc — New Haven
Case Lockwood & Brainard A Division of Connecticut Printers Inc — Hartford
Finlay Brothers — Hartford
Heminway Corporation The — Waterbury
Hildreth Press — Bristol
Hunter Press — Hartford
Lehman Brothers Inc — New Haven
Taylor & Greenough Co The — Wethersfield
T B Simonds Inc — Hartford
A D Steinbach & Sons — New Haven
The Walker-Rackliff Company — New Haven

Printing Machinery
Banthin Engineering Co (automatic) — Bridgeport
Thomas W Hall Company — Stamford

Printing Plates
ADS Inc Div CSW Plastic Types Inc — Hartford
Lockwood Sons Inc Wm H — Hartford

Printing Rollers
Chambers-Storck Company Inc The (engraved) — Norwich

Production Control Equipment
Ripley Company Inc — Middletown
Wassell Organization Inc — Westport

Profilers
Pratt & Whitney Co Inc — West Hartford

Projectors
Kalart Co., Inc., The (16mm Sound and Silent Projectors) — Plainville

Propellers—Aircraft
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment) — Windsor Locks

Protective Coatings
Bischoff Chemical Corporation (Peelable Plastic Coatings) — Ivoryton
Harrison Company The A S (Waxes) — South Norwalk

Publishers
O'Toole & Sons Inc The — Stamford

Pumps
Sumo Pumps Inc (Deep-well electro-submersible) — Stamford
Yale & Towne Mfg Co The — Stamford

Pumps—Small Industrial
Eastern Industries Inc — New Haven

Punches
Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St — New Haven

Putty Softeners—Electrical
Fletcher Terry Co The — Box 415 Forestville

Pyrometers
Bristol Co The (recording and controlling) — Waterbury

Radiation—Finned Copper
Bush Manufacturing Co — West Hartford
G & O Manufacturing Company The — New Haven
Vulcan Radiator Co The (steel and copper) — Hartford

Radiators—Engine Cooling
G & O Manufacturing Co — New Haven

Radiographic Inspection
State Testing Laboratory — Bridgeport

Ratchet Offset Screw Driver
Chapman Co J W — Durham

Rayon Staple Fiber
Hartford Rayon Corp The — Rocky Hill

Reamers
Atrax Company The (solid carbide) Newington
Pratt & Whitney Co Inc (All types) — West Hartford

Record Equipment
Wassell Organization Inc (filing equipment) — Westport

Recorders
Bristol Co The (automatic controllers, temperature, pressure, flow, humidty) — Waterbury

Reduction Gears
Farrel-Birmingham Company Inc — Ansonia
Snow-Nabstedt Gear Corp The — New Haven

Refractories
Howard Company — New Haven
Mullite Refractories Company The — Shelton

Refrigeration
Dunham-Bush Inc — West Hartford

Regulators
Norwalk Valve Company (for gas and air) — South Norwalk
Sorensen & Company Inc — Stamford

Research & Development
Raymond Engineering Laboratories (Electro-Mechanical) — Middletown

Resistance Wire
C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum) — Southport
Kanthal Corporation The — Stamford

Respirators
American Optical Company Safety Products Division — Putnam

Resuscitators
Cycle-Flo Company The — Milford

Retainers
Hartford Steel Ball Co The (bicycle & automotive) — Hartford

Rigid Plastic Sheet Material
Gilman Brothers Company, The — Gilman

Riveting Machines
Grant Mfg & Machine Co The — Bridgeport
Ripley Company Inc — Middletown
H P Townsend Manufacturing Co The — Elmwood

Rivets
Clark Brothers Bolt Co — Milldale
Plume & Atwood Mfg Co The — Thomaston
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) — Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (iron) — Bridgeport

Rods
American Brass Company The (copper, brass, bronze) — Waterbury
Bridgeport Brass Company — Bridgeport
Bristol Brass Corp The (brass and bronze) — Bristol
Scovill Manufacturing Company (aluminum, brass, bronze, etc.) — Waterbury

Rollers—Bituminous Paving
Gabb Special Products Div E Horton & Son Company — Windsor Locks

Roller Skate Wheels
Raybestos Division of Raybestos-Manhattan Inc — Bridgeport

Roller Skates
Arms and Ammunition Div Olin Mathieson Chemical Corp — New Haven

Rolling Mills & Equipment
Farrel-Birmingham Company Inc — Ansonia
Fenn Mfg Co The — Newington
Precision Methods & Machines Inc — Waterbury
Waterbury Farrel Foundry & Machine Co The — Waterbury

Rolls
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) — Ansonia

Rotary Files
Atrax Company The (carbide) — Newington

Routers
Atrax Company The (solid carbide) Newington

Rubber—Cellular
B F Goodrich Sponge Products Division — Shelton

Rubber Chemicals
Naugatuck Chemical Division United States Rubber Co — Naugatuck
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) — Stamford

Rubber Cutting Machinery
Black Rock Mfg Company The — Bridgeport

Rubberized Fabrics
Duro-Gloss Rubber Co The — New Haven

Rubber Footwear
Goodyear Rubber Co The — Middletown

Rubber Gloves
Seamless Rubber Company The — New Haven

Rubber—Handmade Specialties
Seamless Rubber Company The — New Haven (Advt.)

IT'S MADE IN CONNECTICUT

Rubber Latex Compounds and Dispersions
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber—Latex Foam
B F Goodrich Sponge Products Division Shelton

Rubber Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Rubber—Molded Specialties
Airex Rubber Prod Corp Portland
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber Products
Airex Rubber Prod Corp Portland

Rubber Printing Plates
ADS Inc Div CSW Plastic Types Inc Hartford
Lockwood Sons Inc Wm H Hartford

Rubber Products—Mechanical
American Felt Co Glenville
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
Canfield Co The H O Bridgeport
Seamless Rubber Company The New Haven

Rubber—Reclaimed
Naugatuck Chemical Division United States Rubber Co Naugatuck

Rubbers
Naugatuck Chemical Div U S Rubber Co (special synthetic) Naugatuck

Rubbish Burners
John P Smith Co The 423-33 Chapel St New Haven

Rust Preventives
Anderson Oil Co Inc F E Portland
Enthone Inc New Haven

Rust Removers
Enthone Inc New Haven

Saddlery
The Smith-Worthington Saddlery Co Hartford

Safety Clothing
American Optical Company Safety Products Division Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens
American Optical Company Safety Products Division Putnam

Safety Goggles
American Optical Company Safety Products Division Putnam

Safety Switches
Trumbull Components Department, General Electric Co Plainville

Saw Blades—Hack
Capewell Mfg Co The Hartford
Thompson & Son Co The Henry G. New Haven

Saw Blades—Hack & Band
Capewell Manufacturing Company Hartford

Saw—Hole
Thompson & Son Co The Henry G. New Haven

Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven
Thompson & Son Co The Henry G. New Haven

Scissors
Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles) Derby

Screw Machines
H P Townsend Mfg Company The Elmwood

Screw Machine Products
Accurate Screw Products Inc (B & S Swiss & Davenports) Southington
Apex Tool Co Inc The Bridgeport
Auto Electric Screw Machine Co Inc Bridgeport
Consolidated Industries West Cheshire
Dependable Automatic Screw Co Waterbury
Eastern Machine Screw Corp The
Truman & Barclay Sts New Haven
Fairchild Screw Products Inc Winsted
Franklin Screw Machine Co The (up to 1½" capacity) Hartford
Garthwait Mfg Co A E (up to and incl ½") Waterbury
Greist Mfg Co The (Up to 1½" capacity) New Haven
Horberg Grinding Industries Inc (Heat treated and ground type only)
19 Staples Street Bridgeport
Humason Mfg Co The Forestville
Independent Screw Machine Products (up to an incl 1¼" capacity) Hartford
Junior Screw Machine Products Inc West Haven

Screw Machine Products (Cont.)
Lowe Mfg Co The Wethersfield
Main Screw Machine Products (davenport & automatics exclusively) Waterbury
National Automatic Products Company The Berlin
Nelson's Screw Machine Products Plantsville
New Britain Machine Company The New Britain
New Haven Screw Machine Prods Inc (up to 1½" capacity) Milford
Newton Screw Machine Products Co Plainville
Olson Brothers Company (up to ¾" capacity) Plainville
Olson & Sons R P Southington
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company Waterbury 91
United Screw Machine Co Thomaston
Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury

Screw Machine Tools
American Cam Company Inc (Circular Form Tools) Hartford
Pratt & Whitney Co Inc (Reamers, Taps, Dies, Blades and Knurls) West Hartford
Somma Tool Co (precision circular form tools) Waterbury

Screws
American Screw Company Willimantic
Atlantic Screw Works (wood) Hartford
Bristol Company The (socket set and socket cap screws) Waterbury
Clark Brothers Bolt Co Milldale
Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford
Scovill Manufacturing Company Waterbury 91
Superior Manufacturing Co The Winsted

Screws—Socket
Allen Manufacturing Company The Hartford
Bristol Co The Waterbury
Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines
Better Packages Inc Shelton

Service Entrance Equipment
Trumbull Components Department, General Electric Co Plainville

Sewing Machines
Greist Mfg Co The (Sewing Machine attachments) 503 Blake St New Haven
Merrow Machine Co The (Industrial) Hartford
Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
J B Williams Co The Glastonbury

Shears
Acme Shear Co The (household) Bridgeport

Sheet Metal Products
American Brass Co The (brass and copper) Waterbury
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham
Charles Parker Co (sheet metal fabricators) Meriden
Parsons Co Inc W A (fabricators) Durham
Plume & Atwood Mfg Co The Thomaston
United Manufacturing Co Division of The W L Maxson Corp Hamden

Sheet Metal Stampings
American Brass Company The Waterbury
American Buckle Co The West Haven
DooVal Tool & Mfg Inc The Naugatuck
J H Sessions & Son Bristol
Patent Button Co The Waterbury
Plume & Atwood Mfg Co The Thomaston
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys) Waterbury

Sheet Steel
Dolan Steel Company Inc Bridgeport

Shell Cores
Victors Brass Foundry Inc Guilford

Shell Molding
Victors Brass Foundry Inc Guilford

Shells
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw) Waterbury
Wolcott Tool and Manufacturing Company Inc Waterbury

Shipment Sealers
Better Packages Inc Shelton

Showcase Lighting Equipment
Wiremold Company The Hartford

Signals
H C Cook Co The (for card files)
32 Beaver St Ansonia

Signs
Arnco Sign Co (plastic, neon, porcelain & stainless steel) Meriden
Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford

Silk Screen Process Printing
Norton Co R H New Haven

Silk Screen Printing
Sirocco Screenprints New Haven

Silk Screening on Metal
Merriam Mfg Co (Displays and Specialties, to order) Durham

Silver & Gold Plating
Donham Craft Inc (on metals & plastics) Thomaston

Simulators
Reflectone Corporation The Stamford

Sintered Metal Products
Raybestos Division of Raybestos-Manhattan Inc Bridgeport

Sizing and Finishing Compounds
American Cyanamid Company Waterbury

Slide Fasteners
G E Prentice Mfg Co The Kensington
North & Judd Manufacturing Co New Britain
Scovill Manufacturing Company (GRIPPER zippers) Waterbury

Smoke Stacks
Bigelow Company The (steel) New Haven
Norwalk Tank Co The South Norwalk

Snap Fasteners
Scovill Manufacturing Company (GRIPPER snap fasteners) Waterbury

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Special Machinery
Banthin Engineering Company (complete and/or parts) Bridgeport
Boesch Mfg Co Inc Danbury
Black Rock Mfg Company The Bridgeport
Farrel-Birmingham Company Inc Ansonia
Federal Machine & Tool Co Bristol
Fenn Mfg Co The Newington
Hartford Special Machinery Co The Hartford
H P Townsend Mfg Company The Elmwood
National Sheradizing & Machine Co (mandrels & stock shells for rubber industry) Hartford
Standish Associates, Inc. Fairfield
Swan Tool & Machine Co The Hartford
Tucker Machine Co North Haven

Special Parts
Fenn Mfg Co The Newington
Greist Mfg Co The (small machines, especially precision stampings) New Haven
J H Sessions & Son Bristol

Spinnings
Gray Manufacturing Company The Hartford

Spline Milling Machines
Townsend Mfg Co The H P Elmwood

Sponge Rubber
B F Goodrich Sponge Products Division Shelton

Spotwelding
Spotwelders Inc (aluminum, steel, magnesium, titanium & alloys) Stratford

Spray Painting Equipment and Supplies
Lea Manufacturing Co The Waterbury

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Presses
Townsend Mfg Co The H P Elmwood

Spring Units
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

Spring Washers
Barnes Co The Wallace Div Associated Spring Corp Bristol

Springs
Central Spring Co. (Torsion and Double Torsion) Terryville

Springs—Coil & Flat
Barnes Co The Wallace Div Associated Spring Corp Bristol
Barrett Co William L Bristol
Bristol Spring Manufacturing Co Plainville
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville
Newcomb Spring Corp The Southington
New England Spring Manufacturing Company Unionville
Peck Spring Co The Plainville

Springs—Flat
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville
Peck Spring Co Plainville

Springs—Furniture
Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport
(Advt.)

IT'S MADE IN CONNECTICUT

Springs—Wire
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The (compression, extension, torsion) Hartford
Foursome Manufacturing Co Bristol
Humason Mfg Co The Forestville
D R Templeman Co (coil and torsion) Plainville
J W Bernston Company (coil and torsion) Plainville
Newcomb Spring Corp The Southington
Peck Spring Co Plainville

Springs, Wire & Flat
Peck Spring Co Plainville

Sprinklers
Scovill Manufacturing Company (GREEN SPOT) Waterbury

Stamped Metal Products
American Brass Company The Waterbury

Stampings
C & H Mfg Co Inc Watertown
Donahue Mfg Co Inc Watertown
DooVal Tool & Mfg Inc The Naugatuck
Foursome Manufacturing Co Bristol
Joma Tool Co Wolcott
Plume & Atwood Mfg Co The (small) Thomaston
Saybrook Manufacturing Inc Old Saybrook
Scovill Manufacturing Company aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, enameled) Waterbury
Stanley Pressed Metal New Britain

Stampings—Small
Acme Shear Co The Bridgeport
Barnes Co The Wallace Div Associated Spring Corp Bristol
Barrett Co William L Bristol
Bristol Spring Manufacturing Co Plainville
Greist Manufacturing Co The New Haven
Humason Mfg Co The Forestville

Stamps
Hoggson & Pettis Mfg Co The (steel) 141 Brewery St New Haven
Parker-Hartford Corporation (steel) Hartford

Stationery Specialties
American Brass Company The Waterbury

Steel—Alloy and Stainless Bars
Northeastern Steel Corporation Bridgeport

Steel Castings
Hartford Electric Steel Corp The (Carbon, low alloy and stainless steel and Ductile iron) Hartford
Malleable Iron Fittings Co Branford
Nutmeg Crucible Steel Co Branford

Steel—Cold Finished Bars
Northeastern Steel Corporation Bridgeport

Steel—Cold Rolled Spring
Barnes Co The Wallace Div Associated Spring Corp Bristol

Steel—Cold Rolled Stainless
Ulbrich Stainless Steels Wallingford
Wallingford Steel Company Wallingford

Steel—Cold Rolled Strip
Stanley Works The New Britain

Steel—Cold Rolled Strip and Sheets
Detroit Steel Corporation New Haven
Wallingford Steel Company Wallingford

Steel Goods
Merriam Mfg Co (sheets products to order)

Steel—Ground Flat Stock
Thompson & Son Co The Henry G. New Haven

Steel—Hot Roll Bars
Northeastern Steel Corporation Bridgeport

Steel Rolling Rules
Waterbury Lock & Specialty Co The Milford

Steel Strapping
Stanley Works The New Britain

Stereotypes
ADS Inc Div CSW Plastic Types Inc Hartford
New Haven Electrotype Div Electrographic Corp New Haven

Stop Clocks, Electric
H C Thompson Clock Co The Bristol

Storage Batteries
R A E Storage Battery Mfg Co Glastonbury

Straps, Leather
Auburn Manufacturing Company The (textile, industrial, skate, carriage) Middletown

Strip Steel
Dolan Steel Company Inc Bridgeport

Structural Mouldings
Leed Co The H A Hamden

Studio Couches
Waterbury Mattress Co Waterbury

Super Refractories
Mullite Refractories Company The Shelton

Surface Metal Raceway & Fittings
Wiremold Company The Hartford

Surgical Dressings
Acme Cotton Products Co Inc East Killingly
Seamless Rubber Company The New Haven

Surgical Rubber Goods
Seamless Rubber Company The New Haven

Swaging Machinery
Fenn Mfg Co The Newington

Switchboards
Distribution Assemblies Department, General Electric Co Plainville

Switchboards Wire and Cables
Rockbestos Products Corp (asbestos insulated) New Haven

Switches—Electric
General Electric Company Bridgeport

Synthetic Fabrics
American Felt Co Glenville

Tabulating Equipment—Manual
Denominator Company Inc Woodbury
Veeder-Root Incorporated Hartford

Tanks
Bigelow Company The (steel) New Haven
Comco Inc Div of Enthone Inc (steel, alloy and lined) New Haven
Connecticut Welders Inc (steel, alloy & lined) Wallingford
Norwalk Tank Co The South Norwalk
Rolock Inc (Alloy) Fairfield
Storts Welding Company (steel and alloy) Meriden

Tap Extractors
Walton Company The West Hartford

Tape
Russell Manufacturing Company The (woven cotton and woven glass tape) Middletown

Tapes—Industrial Pressure Sensitive
Seamless Rubber Company The New Haven

Tape Recorders
Conn Telephone & Electric Corp Meriden

Taps
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Tarred Lines
Brownell & Co Inc Moodus

Telemetering Instruments
Bristol Co The Waterbury

Television—Radio
Junior Screw Machine Products Inc West Haven

Testers-Insulation
McNeal J D New Haven

Testers—Insulation Wire & Cable
Davis Electric Company Wallingford

Testers—Nondestructive, Ultrasonic
Sperry Products Inc Danbury

Textile Machinery
Merrow Machine Co The 2814 Laurel St Hartford

Textile Printing Gums
Polymer Industries Inc Springdale

Textile Processors
American Dyeing Corporation (rayon, acetate, nylon, dacron, other synthetics) Rockville

Thermometers
Bristol Co The (recording and automatic control) Waterbury
Manning Maxwell & Moore Inc Stratford

Thin Gauge Metals
Plume & Atwood Mfg Co The Thomaston
Thinsheet Metals Co The (plain or tinned in rolls) Waterbury

Thread
American Thread Co The Willimantic
Belding Heminway Corticelli Putnam
Max Pollack & Co Inc Groton and Willimantic
Wm Johl Manufacturing Co Mystic

Thread Chasers
Geometric Tool Division, Greenfield Tap & Die Corp New Haven

Thread Gages
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Thread Milling Machines
Hanson-Whitney Company The Hartford
Pratt & Whitney Co Inc West Hartford

Thread Rolling Machinery
Hartford Special Machinery Co The Hartford

Threading Machines
Grant Mfg & Machine Co The (double end automatic) Bridgeport

Timers, Interval
A W Haydon Co The Waterbury
H C Thompson Clock Co The Bristol
Cramer Controls Corporation The Centerbrook
Rhodes Inc M H Hartford

Timing Devices
B & N Tool & Engineering Co (development and model work) Oakville
Cramer Controls Corporation The Centerbrook
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
Rhodes Inc M H Hartford
Seth Thomas Clocks Thomaston
United States Time Corporation The Waterbury

Timing Devices & Time Switches
A W Haydon Co The Waterbury
Lux Clock Manufacturing Company Waterbury
M H Rhodes Inc Hartford

Tinning
Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury
Wilcox-Crittenden Div North & Judd Mfg Co Middletown

Tires
Armstrong Rubber Company The West Haven

Tokens
Scovill Manufacturing Company (bus, street car and subway fare) Waterbury

Tool Bits
Thompson & Son Co The Henry G. New Haven

Tool Chests
Vanderman Manufacturing Co The Willimantic

Tool Hardening
Commercial Metal Treating Co Bridgeport

Tools
B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive) Oakville
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St New Haven

Tools & Dies
C & H Mfg Co Inc Watertown
Lambro Tool-Die & Mfg Co Bridgeport
Metropolitan Tool & Die Hartford
Moore Special Tool Co Bridgeport
Swan Tool & Machine Co The Hartford

Tools, Dies & Fixtures
Greist Mfg Co The New Haven

Tools, Dies, Jigs & Fixtures
Joma Tool Co Wolcott
Lyons Tool & Die (modelwork, jig boring) Meriden
Otterbein Co J A Middletown
Telke Tool & Die Mfg Co New Britain

Tools, Fixtures, Gauges
Fredericks Tool Co J F West Hartford

Toroidal Winding Machines
Boesch Mfg Co Inc Danbury

Totalizers
Reflectone Corporation The Stamford

Toys
Geo S Scott Mfg Co The Wallingford
Gilbert Co The A C New Haven
Gong Bell Co The East Hampton
N N Hill Brass Co The East Hampton
Waterbury Companies Inc Waterbury

Transformers
Berkshire Transformer Corp The New Milford
Dano Electric Company Winsted

Trucks—Commercial
Metropolitan Body Company (International Harvester truck chasis and "Metro" bodies) Bridgeport

Trucks—Industrial
George P Clark Co Windsor Locks

Truck—Lift
Excelsior Hardware Co The Stamford
George P Clark Co Windsor Locks

Trucks—Skid Platforms
Excelsior Hardware Co The (lift) Stamford

Tube Bending
Donahue Mfg Co Inc Watertown

Tube Clips
H C Cook Co The (for collapsible tubes) 32 Beaver St Ansonia
Weimann Bros Mfg Co The (for collapsible tubes) Derby

Tube Fittings
Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube) Waterbury

Tubers
Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic

Tubes—Collapsible Metal
Sheffield Tube Corp The New London (Advt.)

Tubing
American Brass Co The (brass and copper) Waterbury
Bridgeport Brass Company (brass and copper) Bridgeport
G & O Manufacturing Co (finned) New Haven
Scoville Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Flexible Metallic
American Brass Co Metal Hose Branch Waterbury

Tubing—Heat Exchanger
American Brass Company The Waterbury
Scovill Manufacturing Company Waterbury 91

Tumbling Barrels and Accessories
Wheeler Company The G. E. New Haven

Tumbling Equipment & Supplies
Esbec Barrel Finishing Corp Byram

Tumbling Service
Esbec Barrel Finishing Corp Meriden

Turntables
Macton Machinery Company Inc (industrial & display) Stamford

Typewriters
Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable
Royal Typewriter Company Inc Hartford
Underwood Corporation Hartford

Typewriter Ribbons and Supplies
Royal Typewriter Company Inc Hartford
Underwood Corporation Hartford and Bridgeport

Ultrasonic Processing Equipment
General Ultrasonics Co The Hartford

Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic

Vacuum Bottles and Containers
American Thermos Products Co Norwich

Vacuum Cleaners
Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves—Automobile Tire
Bridgeport Brass Company Bridgeport

Valves
Norwalk Valve Company (sensitive check valves) South Norwalk

Valves—Aircraft
Bridgeport Thermostat Div Robertshaw—Fulton Controls Co Milford

Valves—Radiator Air
Bridgeport Brass Company Bridgeport

Valves—Relief & Control
Beaton & Caldwell Mfg Co New Britain

Valves—Safety & Relief
Manning Maxwell & Moore Inc Stratford

Vanity Boxes
Bridgeport Metal Goods Mfg Co Bridgeport
Plume & Atwood Manufacturing Co Thomaston
Scovill Manufacturing Company Waterbury

Varnishes
Staminite Corp The New Haven

Velvets
American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Willimantic

Venetian Blinds
Findell Manufacturing Company Manchester
Jennings Company The S Barry New Haven
New England Shade & Blind Co Inc Durham

Venetian Blind Tape
Russell Manufacturing Company The (woven cotton and woven plastic) Middletown

Ventilating Systems
Colonial Blower Company Plainville

Vertical Shapers
Pratt & Whitney Co Inc West Hartford

Vibrators—Pneumatic
Branford Co The (industrial) New Haven

Vinyl Extrusion & Moulding Compounds
Electronic Rubber Co Stamford

Vises
Charles Parker Co The Meriden
Penn Manufacturing Company The (Quick-Action Vises) Newington
Vanderman Manufacturing Co The (Combination Bench Pipe) Willimantic

Wall Paper
Stamford Wall Paper Co Inc Stamford

Washers
American Felt Co (felt) Glenville
Auburn Manufacturing Company The (all materials) Middletown
Clark Brothers Bolt Co Milldale
Humphrey Fabricating Corp Unionville
Plume & Atwood Mfg Co The (brass & copper) Thomaston
J H Rosenbeck Inc Torrington
Saling Manufacturing Company (made to order) Unionville

Washers—Felt
American Felt Co Glenville
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Watches
E Ingraham Co The Bristol
United States Time Corporation The Waterbury

Water Deionizers
Penfield Mfg Co Meriden

Water Heaters
Whitlock Manufacturing Co The (instantaneous & storage) Hartford

Water Heaters—Electric
Bauer & Company Inc Hartford

Water Heaters—Gas or Kerosene
Holyoke Heater Corp of Conn Inc Hartford

Waxes
Harrison Company The A S (and other protective coatings) South Norwalk

Waxes—Floor
Fuller Brush Co The Hartford

Wedges
Saling Manufacturing Company (hammer & axe) Unionville

Welding
Aircraft Welding & Mfg Co Inc (aluminum, stainless steel, magnesium) Hartford
Connecticut Welders Inc (fabrication & repairs) Wallingford
Farrel-Birmingham Company Inc Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

Welding—Lead
Connecticut Welders Inc (tanks & coils) Wallingford
Storts Welding Company (tanks and fabrication) Meriden

Welding Rods
American Brass Company The Waterbury
Bridgeport Brass Company Bridgeport
Bristol Brass Co The (brass & bronze) Bristol

Wells
Church Co The Stephen B Seymour

Wheels—Industrial
George P Clark Co Windsor Locks

Wicks
American Felt Co Glenville
Auburn Manufacturing Company The (felt, asbestos) Middletown
Holyoke Heater Corp of Conn Inc Hartford

Wiffle Ball
Wiffle Ball Inc The New Haven

Window & Door Guards
Hartford Wire Works Co The Hartford
Smith Co The John P New Haven

Window Shades
New England Shade & Blind Co Inc Durham

Wiping Cloths
Federal Textile Corporation New Haven

Wire
American Brass Company The Waterbury
Atlantic Wire Co The (steel) Branford
Bartlett Hair Spring Wire Co The (hair spring) North Haven
Bridgeport Brass Company (brass and silicon bronze) Bridgeport
Bristol Brass Corp The (brass & bronze) Bristol
Driscoll Wire Co The (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
Platt Bros & Co The (zinc wire) P O Box 1030 Waterbury
Plume & Atwood Mfg Co The (brass, bronze, nickel silver) Thomaston
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) Waterbury 91

Wire and Cable
Continental Wire Corp (for industrial and military applications) Wallingford
General Electric Company (for residential, commercial and industrial applications) Bridgeport
Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) New Haven

Wire Arches & Trellises
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Baskets
Wiretex Mfg Inc (Industrial, for acid, heat, treating and degreasing) Bridgeport

Wire Cloth
Hartford Wire Works Co The Hartford
C O Jeliff Mfg Co The (all metal, all meshes) Southport
Pequot Wire Cloth Co Inc Norwalk
Rolock Inc (Alloy) Fairfield
Smith Co The John P New Haven

Wire Dipping Baskets
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Drawing Dies
Waterbury Wire Die Co The Waterbury

Wire Forming Machinery
Torrington Manufacturing Company The Torrington

Wire Formings
G E Prentice Mfg Co The Kensington
Master Engineering Company West Cheshire
North & Judd Manufacturing Co New Britain
Peck Spring Co Plainville
Turner & Seymour Manufacturing Co The Torrington
Verplex Company The Essex

Wire Forms
Barnes Co The Wallace Div Associated Spring Corp Bristol
Bristol Spring Manufacturing Co Plainville
Central Spring Co. (short run orders) Terryville
Colonial Spring Corporation The Hartford
Connecticut Spring Corporation The Hartford
Foursome Manufacturing Co Bristol
Gemco Manufacturing Co Inc Southington
Humason Mfg Co The Forestville
New England Spring Mfg Co Unionville
Peck Spring Co Plainville
Templeman Co D R Plainville
Terryville Manufacturing Co Terryville

Wire Goods
American Buckle Co The (overall trimmings) West Haven
Patent Button Co The Waterbury
Scovill Manufacturing Company (To Order) Waterbury 91

Wire Partitions
Hartford Wire Works Co The Hartford
John P Smith Co The
423-33 Chapel St New Haven

Wire Products
Humason Mfg Co The Forestville
Peck Spring Co Plainville
Plume & Atwood Mfg Co The (to order) Thomaston

Wire Reels
A H Nilson Mach Co The Bridgeport

Wire Rings
American Buckle Co The (pan handles and tinners' trimmings) West Haven
Humason Mfg Co The Forestville
Peck Spring Co Plainville
Templeman Co D R Plainville

Wire—Specialties
Andrew B Hendryx Co The New Haven

Wiring Devices
Harvey Hubbell Inc Bridgeport

Wiring Harnesses
Sight Light Div The American Machine & Foundry Co Deep River

Wood Scrapers
Fletcher-Terry Co The Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford
Hartford Builders Finish Co Hartford

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Yarns
Aldon Spinning Mills Corporation The (fine-woollen and specialty) Talcottville
Ensign-Bickford Co The (jute-carpet) Simsbury
Hartford Spinning Incorporated (Woollen, knitting and weaving yarns) Unionville

Zinc
Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 Waterbury

Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven
(Advt.)

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How Would You Decide?

(Continued from page 35)

How far does seniority govern in selecting help during inventory shutdown?

Here's What Happened.

The union agreement provided that in the event of layoff, employees would be laid off in accordance with seniority together with ability to perform the work in the plant. Following its usual practice, the company shut down for four days to take inventory. It retained a number of employees to help with the inventory and in doing so retained those it felt had the ability to do this work most efficiently and rapidly. This selection of workers resulted in retaining five persons with less seniority than the complaining employee. It was her contention that shutting the plant for inventory resulted in a layoff covered by the seniority clause and that she should have been retained to help. The company contended that cessation of work for the purpose of taking inventory was not a layoff, and therefore the seniority clause did not apply. It also claimed that this employee did not qualify even if the seniority clause did apply. The union, insisting that it was a layoff within the meaning of the contract, contended that if ability were to be considered, the only way this employee's ability to take inventory could be determined was by giving her an opportunity to do the work.

Was it a layoff and should she be given an opportunity to do the work even though the company felt she was not qualified?

The arbitration board held quite flatly that when employees are instructed by the company not to report for work they are on layoff status. Thus, it was immaterial that the shutdown was to take inventory, and the layoff provision of the contract applies. However, taking inventory is not the same as regular work and does require a different kind of ability. The company has a right to exercise its judgment as to the ability of a particular employee to assist in this work. This ability must be measured in terms of past job performance rather than by giving the employee a trial at taking inventory. There was no evidence that the company had not honestly exercised its judgment in selecting the people to take inventory, considering this employee's past record of performance. Accordingly, the Board held the company had not violated the contract.

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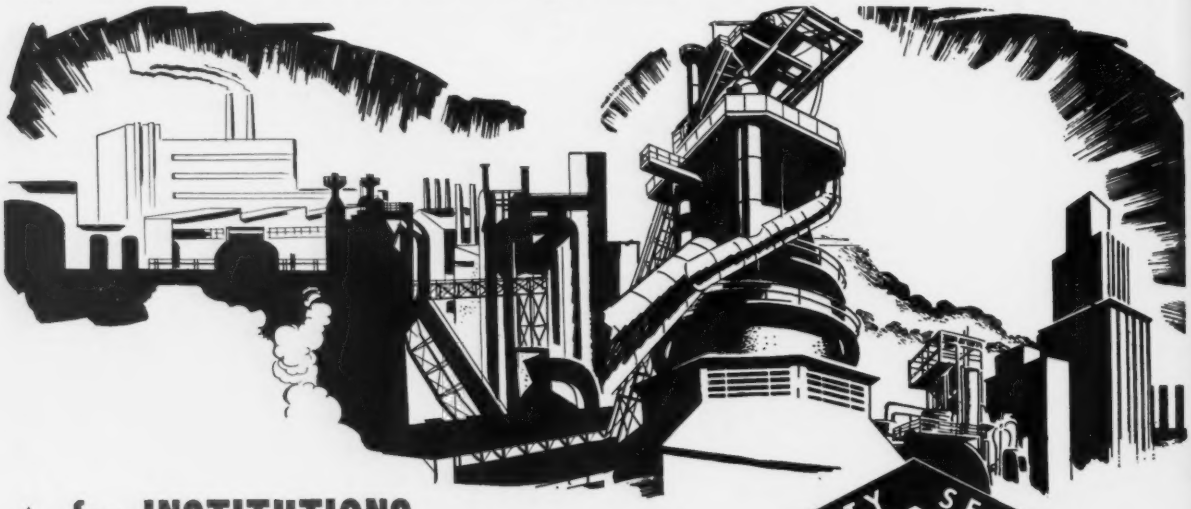

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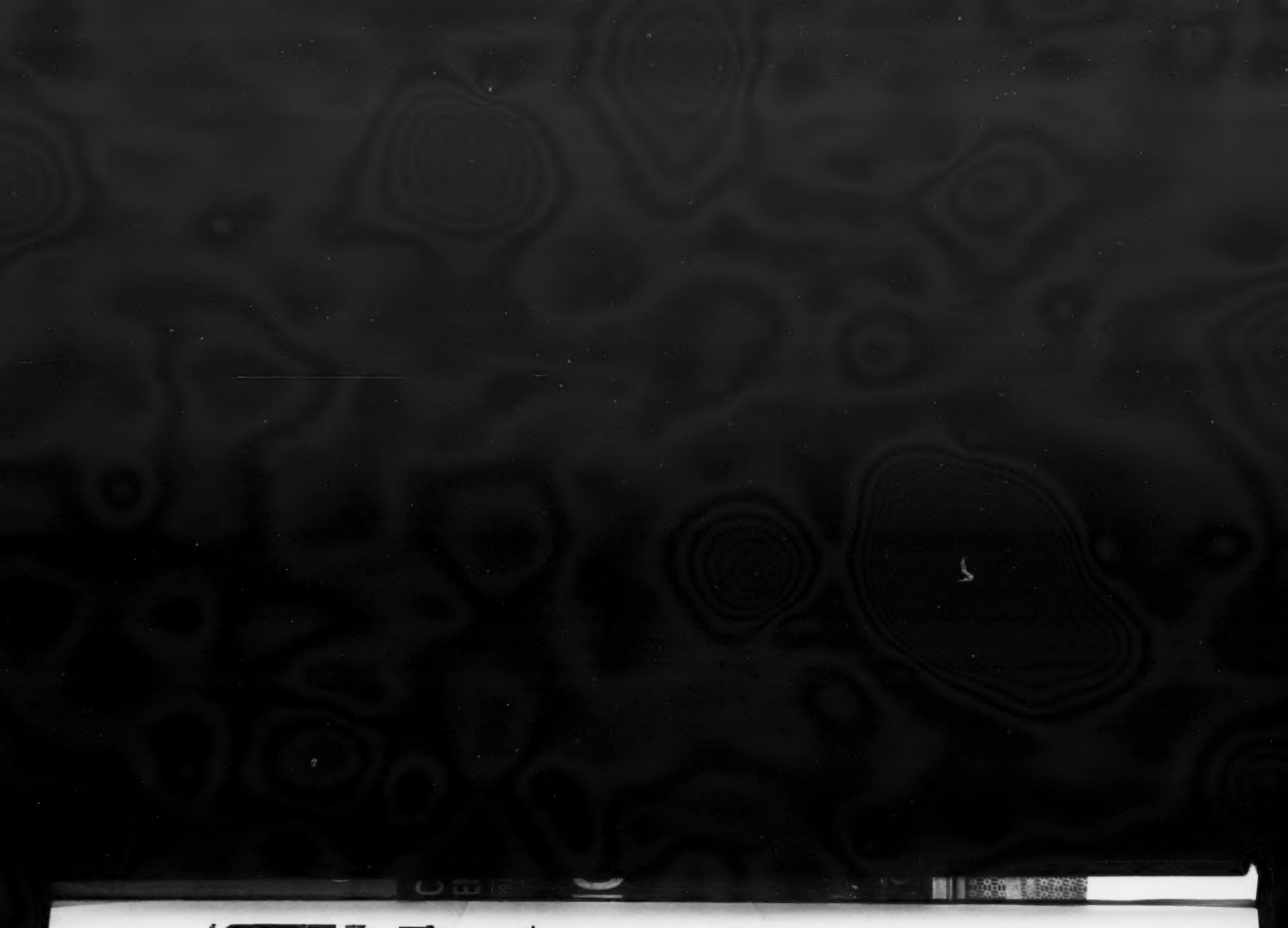
Balco Bunker "C" is a clean, modern fuel that meets every requirement of heating efficiency—and at far less cost than conventional fuels. Bunker "C" delivers more BTU's, more efficient heating, per gallon than conventional fuel oils.

For Service & Satisfaction . . . for an answer to industrial, institutional, office or school heating problems, call Ballard Oil—expert attention is available promptly from two strategically located depots.

Call JAckson 9-3341.

The BALLARD OIL Co.

QUALITY SERVICE BALCO FUEL OILS

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